



**SOUTH GRENVILLE O.P.P DETACHMENT BOARD
AGENDA**

**May 13, 2026 at 06:30 PM
Town Hall, 360 Dibble Street West, Prescott**

1. Call to Order

2. Land Acknowledgement Statement

The South Grenville OPP Detachment Board acknowledges that we live and work on ancestral territories of indigenous people. The Board recognizes all Indigenous Peoples and honours their past, present, and future. The Board values and respects their cultural heritages and relationship to the land.

3. Disclosure of Pecuniary Interest and General Nature Thereof

4. Approval of Agenda

Recommendation:

That the agenda for the South Grenville O.P.P Detachment Board be accepted as presented.

5. Minutes of the Previous Meeting

a. January 7, 2026

Page 4

Recommendation:

That the South Grenville O.P.P Detachment Board minutes dated January 7, 2026, be accepted as presented.

6. Delegations and Presentations

7. Reports

- a. **OPP Report - January - March 2026** Page 8

Recommendation:

That the South Grenville OPP Detachment Board Report for January - March 2026, be accepted as presented.

- b. **2025 Year in Review** Page 20

Recommendation:

That the South Grenville OPP Detachment Board receive the 2025 Year in Review Report for information.

- c. **Chair & Member Report for OAPSB Zone 2 Meeting - April 24, 2026** Page 33

Recommendation:

That the South Grenville OPP Detachment Board receive the Chair & Members Report for OAPSB Zone 2 Meeting for information.

8. Correspondence

- a. **O.P.P East Region Governance and Leadership Session** Page 127

Recommendation:

That the South Grenville OPP Detachment Board receive the correspondence from the East Region Headquarters for information.

9. New Business

- a. **2026 Budget Approval** Page 128

Recommendation:

That the South Grenville OPP Detachment Board approve the 2026 Budget as presented.

- b. **Staff Report 01-2026- 2026 Insurance Policy Renewal** Page 129

Recommendation:

That the South Grenville OPP Detachment Board receive Report 01-2026 – 2026 Insurance Rates; and

That Staff be directed to renew the policy for 2026-2027.

c. OAPSB Spring Conference and AGM - Registration Reimbursement Request

Page 131

Recommendation:

That the South Grenville O.P.P. Detachment Board approve the registration fee of \$500.00 to cover the OAPSB Conference fee for Inspector Cory Briscoe be reimbursed.

d. Staff Report 02-2026 - Cost Reimbursement - OAPSB Zone 2 Meeting

Page 133

Recommendation:

That the South Grenville OPP Detachment Board approve reimbursement to the Town of Prescott in the amount of \$1,165.77 for costs incurred in hosting the Ontario Association of Police Service Board (OAPSB) Zone 2 Meeting on behalf of the South Grenville OPP Detachment Board.

e. Staff Report 03-2026 - Community Safety and Well-Being Plan

Page 135

Recommendation:

That the South Grenville OPP Detachment Board receive the Community Safety and Well-Being Plan for information.

10. Period of Media Questions

11. Adjournment

Recommendation:

That the South Grenville Detachment Board meeting be adjourned. (Time: _____ p.m.)



**SOUTH GRENVILLE O.P.P DETACHMENT BOARD
MINUTES
REGULAR MEETING
January 07, 2026 at 07:00 PM
Town Hall, 360 Dibble Street West, Prescott**

MEMBERS PRESENT:

Mayor Jeff Shaver, Township of Augusta, Mayor Gauri Shankar, Town of Prescott, Mayor Tory Deschamps, Township of Edwardsburgh Cardinal, Marina Laker, Township of Edwardsburgh Cardinal and Brian Purcell, Township of Augusta

MEMBERS ABSENT:

Rob Samojllo, Town of Prescott

STAFF PRESENT:

CAO Sean Nicholson, Township of Edwardsburgh Cardinal, CAO Shannon Geraghty, Township of Augusta, Natalie Charette, Clerk Township of Edwardsburgh Cardinal, Lindsey Veltkamp, Clerk Township of Augusta and Lisa Nicholas, O.P.P Detachment Commander

1. Call to Order

Mayor Shaver, Township of Augusta, called the meeting to order at 7:00 p.m.

2. Land Acknowledgement Statement

Marina Laker, Township of Edwardsburgh Cardinal, read the Land Acknowledgement Statement.

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were no items of pecuniary interest expressed.

4. Approval of Agenda

Moved By T. Deschamps

Seconded By G. Shankar

That the agenda for the South Grenville O.P.P Detachment Board be accepted as amended.

Carried

The agenda was amended to add Item 5 – Appointment of Chair & Vice-Chair to follow approval of the agenda.

5. Appointment of Chair & Vice-Chair

Lindsey Veltkamp, Clerk Township of Augusta, called for nominations for the position of Chair.

Mayor Shankar nominated Mayor Shaver; Mayor Deschamps seconded the nomination.

Ms. Veltkamp called for nominations for the position of Deputy Chair.

Mayor Shankar nominated Mayor Deschamps; Mayor Shaver seconded the nomination.

6. Minutes of the Previous Meeting

a. May 28, 2025

Moved By M. Laker

Seconded By B. Purcell

That the South Grenville O.P.P Detachment Board minutes dated May 28, 2025, be accepted as presented.

Carried

7. Delegations and Presentations

There were no delegations or presentations.

8. Reports

a. **OPP Report - May to November 2025**

Moved By B. Purcell

Seconded By G. Shankar

That the South Grenville OPP Detachment Board Report for May - November 2025, be accepted as presented.

Carried

Detachment Commander Lisa Nicholas spoke to the OPP Report. She provided an overview of motor vehicle collisions, fatalities, charges laid, and e-ticket warnings.

Detachment Commander Nicholas provided statistics on violent crime, property crime, and drug crime.

Discussion was held regarding the increase in violent crime, the reduction in marine patrols, increases or decreases in statistics pertaining to areas of focus, and domestic crime rates.

Further discussion was held regarding focused education, the increase in ATV incidents, and motor vehicle incidents.

9. Items of Business

a. **2026 Projects and Initiatives - Discussion**

Shannon Geraghty, CAO Township of Augusta, spoke to potential areas of focus for 2026.

Detachment Commander Nicholas spoke to the successful RIDE program funding and provided an overview of the intent of the funding. She referenced the potential to liaise with the North Grenville Detachment Board for advertisements and use of graphics.

b. **2026 Draft Budget**

CAO Geraghty spoke to the draft budget, the remaining funds from 2025, and Board input on special initiatives for 2026.

10. Correspondence

Moved By G. Shankar

Seconded By M. Laker

That all items listed under Correspondence on the agenda be accepted for information.

Carried

a. **OAPSB Zone 2 - Presentation Information from Graham Wight, Police Services Advisor**

b. **OAPSB Zone 2 - Eastern Ontario Region Meeting - Minutes**

c. **Courageous Companions - Request**

Discussion was held regarding the organization, the donation request, and support from municipalities and boards in the region.

11. New Business

The Board tentatively scheduled the next meeting for April 29th, 2026.

12. Adjournment

Moved By G. Shankar

Seconded By B. Purcell

That the South Grenville Detachment Board meeting be adjourned. (Time: 7:37 p.m.)

Carried

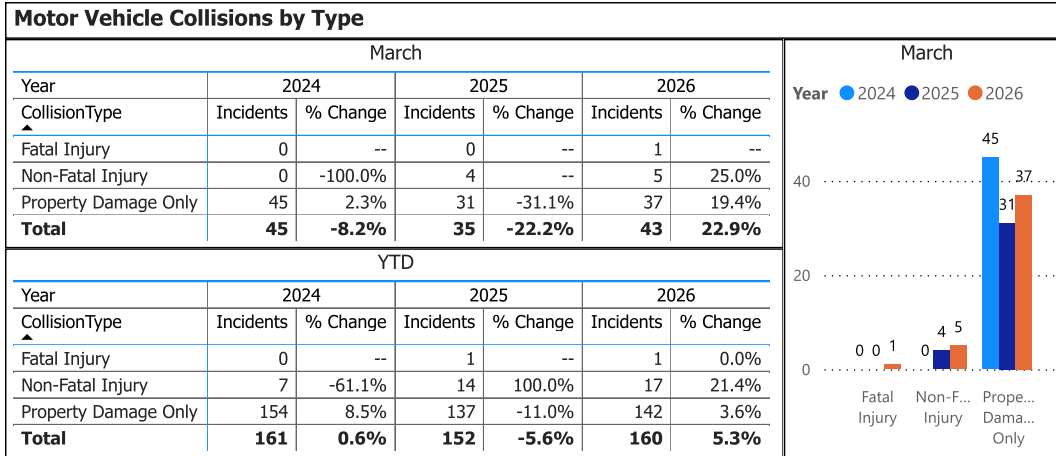
Jeff Shaver, Chair



**AUGUSTA TOWNSHIP, EDWARDSBURGH CARDINAL TOWNSHIP,
TOWN OF PRESCOTT OPP DETACHMENT BOARD
DÉTACHEMENT DE LA OPP CANTON D'AUGUSTA, CANTON
D'EDWARDSBURGH CARDINAL, VILLE DE PRESCOTT CONSEIL
GRENVILLE OPP DETACHMENT
DÉTACHEMENT DE LA OPP GRENVILLE**

January - March 2026

**OPP Detachment Board Report
Collision Reporting System
March 2026**



Data source (Collision Reporting System) date:
29-Apr-2026

Detachment: 3P - GRENVILLE COUNTY (Prescott)
Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

Area(s): ALL
Data source date:
29-Apr-2026

Report Generated on:
29-Apr-2026 9:14:11 PM

**OPP Detachment Board Report
Collision Reporting System
March 2026**

Fatalities in Detachment Area - Incidents									
March									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	0	--	0	0	--	0	0	--
2025	0	0	--	0	0	--	0	0	--
2026	0	1	--	0	0	--	0	0	--

YTD									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	0	--	0	0	--	0	0	--
2025	0	1	--	0	0	--	0	0	--
2026	0	1	0.0%	0	0	--	0	0	--

Fatalities in Detachment Area - Persons Killed							
March							
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle		
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change	
2024	0	--	0	--	0	--	
2025	0	--	0	--	0	--	
2026	2	--	0	--	0	--	

YTD							
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle		
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change	
2024	0	--	0	--	0	--	
2025	1	--	0	--	0	--	
2026	2	100.0%	0	--	0	--	

Primary Causal Factors in Fatal Motor Vehicle Collisions							
March				YTD			
	2024	2025	2026		2024	2025	2026
Speeding	0	0	0	Speeding	0	0	0
Speeding % Change	--	--	--	Speeding % Change	--	--	--
Distracted	0	0	0	Distracted	0	0	0
Distracted % Change	--	--	--	Distracted % Change	--	--	--
Alcohol/Drugs	0	0	0	Alcohol/Drugs	0	0	0
Alcohol/Drugs % Change	--	--	--	Alcohol/Drugs % Change	--	--	--
Wildlife	0	0	0	Wildlife	0	0	0
Wildlife % Change	--	--	--	Wildlife % Change	--	--	--
NoSeatbelt	0	0	0	NoSeatbeltYTD	0	1	0
NoSeatbelt YoY%	--	--	--	NoSeatbeltYTD YoY%	--	--	-100.0%

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29-Apr-2026

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OPP Detachment Board Report Records Management System March 2026

Criminal Code and Provincial Statute Charges Laid						
March						
Year	2024		2025		2026	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	40	-51.2%	126	215.0%	69	-45.2%
Criminal Code Traffic	15	-11.8%	9	-40.0%	11	22.2%
Highway Traffic Act	194	-35.3%	239	23.2%	157	-34.3%
Liquor Licence Act	1	-66.7%	2	100.0%	4	100.0%
Other Violations	18	-59.1%	32	77.8%	14	-56.3%
Total	268	-39.9%	408	52.2%	255	-37.5%

YTD						
Year	2024		2025		2026	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	183	-28.0%	280	53.0%	208	-25.7%
Criminal Code Traffic	39	18.2%	29	-25.6%	36	24.1%
Highway Traffic Act	527	-21.3%	434	-17.6%	422	-2.8%
Liquor Licence Act	9	-18.2%	5	-44.4%	7	40.0%
Other Violations	65	-77.0%	80	23.1%	61	-23.8%
Total	823	-22.1%	828	0.6%	734	-11.4%

March

Category	2024	2025	2026
Highway Traffic Act	194	239	157
Criminal Code Non-Traffic	40	126	69
Other Violations	18	32	14
Criminal Code Traffic	15	9	11
Liquor Licence Act	1	2	4

Traffic Related Charges						
March						
Year	2024		2025		2026	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	115	-41.0%	153	33.0%	74	-51.6%
Seatbelt	7	-22.2%	1	-85.7%	1	0.0%
Impaired	12	0.0%	6	-50.0%	11	83.3%
Distracted	5	400.0%	1	-80.0%	11	1000.0%

YTD						
Year	2024		2025		2026	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	286	-28.9%	244	-14.7%	208	-14.8%
Seatbelt	19	-26.9%	3	-84.2%	5	66.7%
Impaired	24	9.1%	17	-29.2%	30	76.5%
Distracted	11	266.7%	9	-18.2%	14	55.6%

March

Category	2024	2025	2026
Speeding	115	153	74
Impaired	12	6	11
Distracted	5	1	11
Seatbelt	7	1	1

Detachment: 3P - GRENVILLE COUNTY (Prescott)

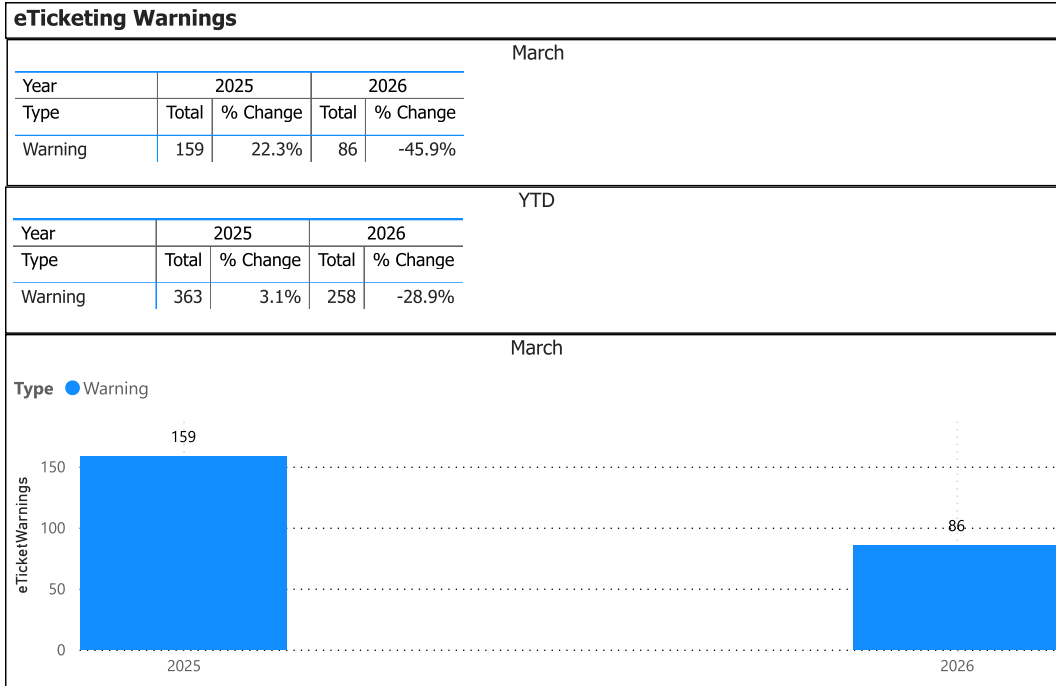
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Area(s): ALL

Data source date:
29-Apr-26

Report Generated on:
29-Apr-2026 9:14:11 PM

**OPP Detachment Board Report
Records Management System
March 2026**



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

Detachment: 3P - GRENVILLE COUNTY (Prescott)

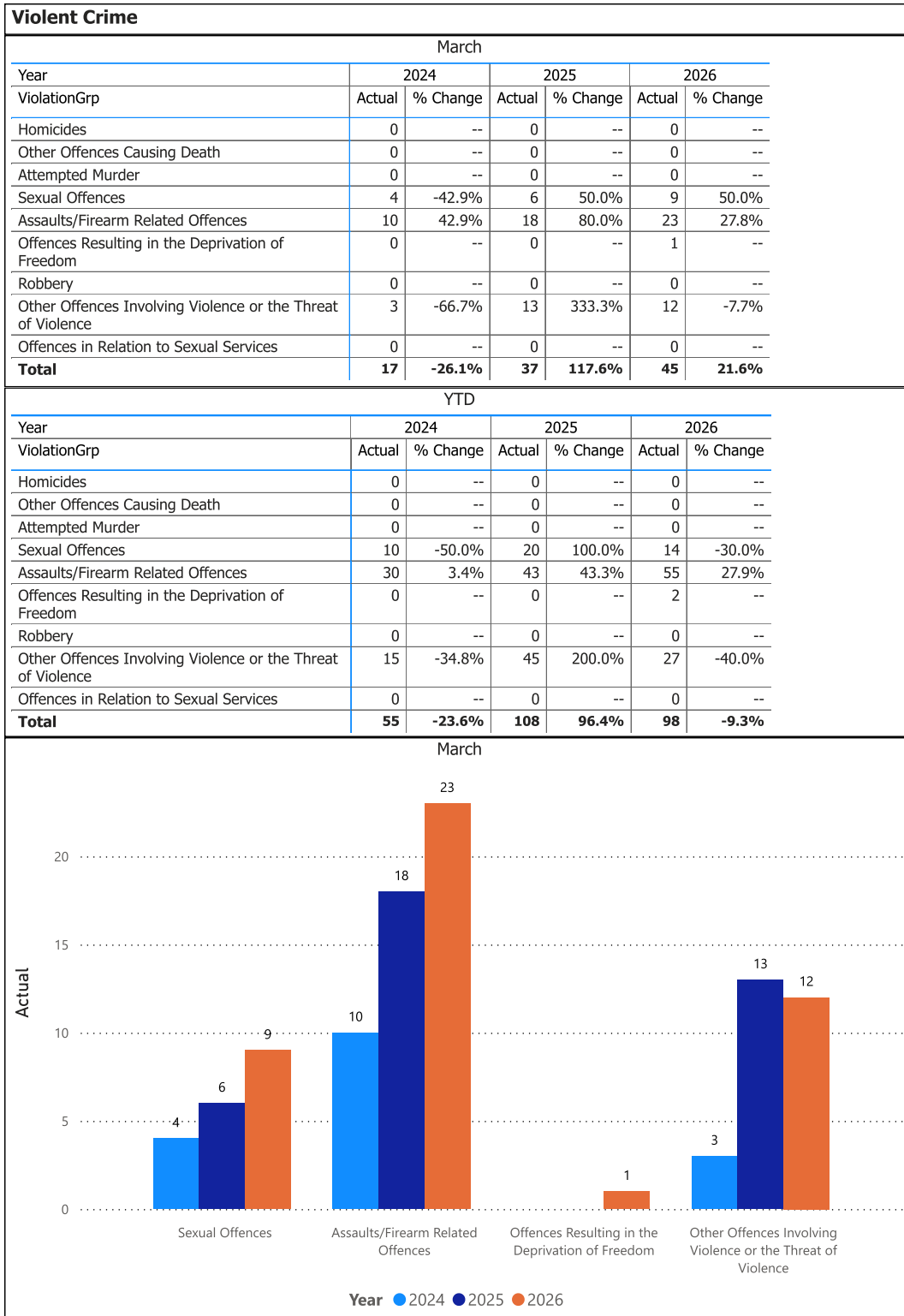
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Area(s): ALL

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29-Apr-26

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**OPP Detachment Board Report
Records Management System
March 2026**



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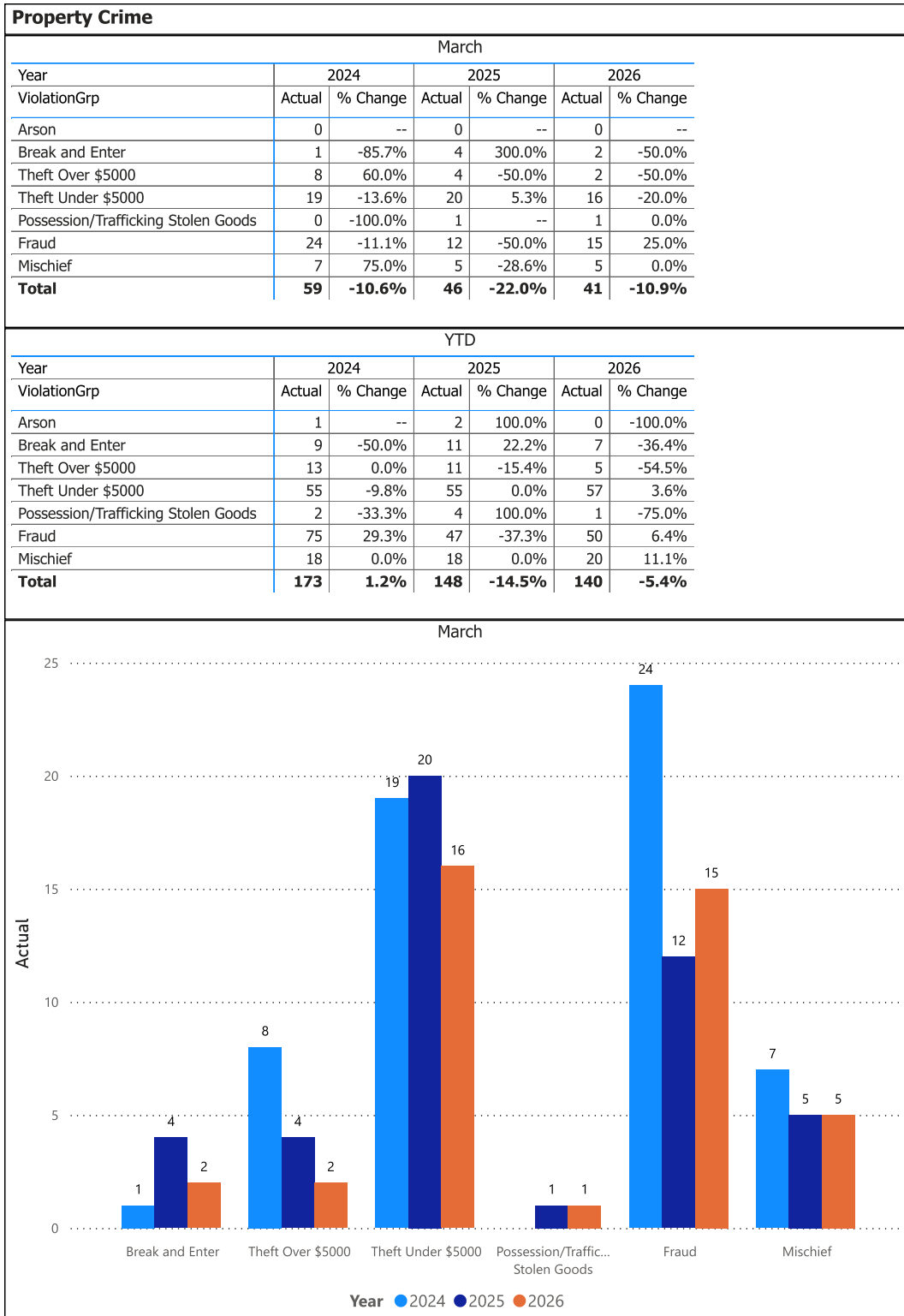
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OPP Detachment Board Report Records Management System March 2026



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Area(s): ALL

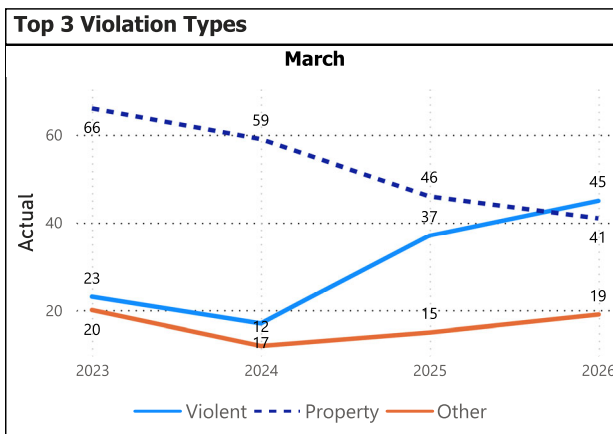
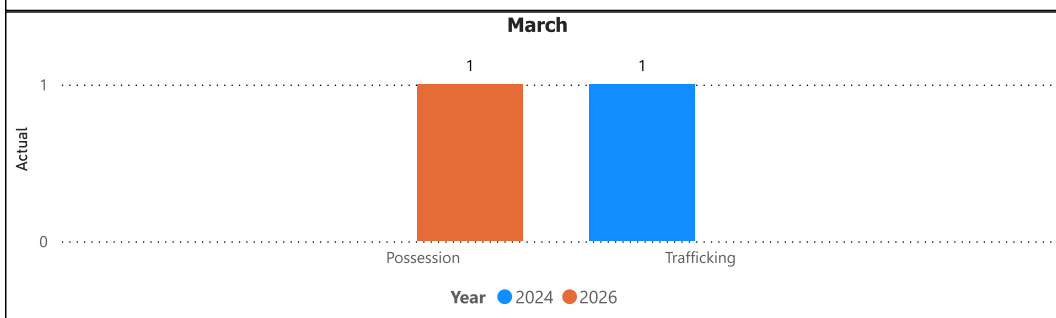
Data source date:
29-Apr-2026

Report Generated on:
29-Apr-2026 9:14:11 PM

**OPP Detachment Board Report
Records Management System
March 2026**

Drug Crime							
March							
Year	2024		2025		2026		
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change	
Possession	0	-100.0%	0	--	1	--	
Trafficking	1	0.0%	0	-100.0%	0	--	
Importation & Production	0	--	0	--	0	--	
Cannabis Possession	0	--	0	--	0	--	
Cannabis Distribution	0	--	0	--	0	--	
Cannabis Sale	0	--	0	--	0	--	
Cannabis Importation & Exportation	0	--	0	--	0	--	
Cannabis Production	0	--	0	--	0	--	
Other Cannabis Violations	0	--	0	--	0	--	
Total	1	-75.0%	0	-100.0%	1	--	

YTD							
Year	2024		2025		2026		
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change	
Possession	2	-50.0%	5	150.0%	5	0.0%	
Trafficking	3	200.0%	1	-66.7%	1	0.0%	
Importation & Production	0	--	0	--	0	--	
Cannabis Possession	0	--	0	--	0	--	
Cannabis Distribution	0	--	0	--	0	--	
Cannabis Sale	0	--	0	--	0	--	
Cannabis Importation & Exportation	0	--	0	--	0	--	
Cannabis Production	0	--	0	--	0	--	
Other Cannabis Violations	0	--	0	--	0	--	
Total	5	0.0%	6	20.0%	6	0.0%	



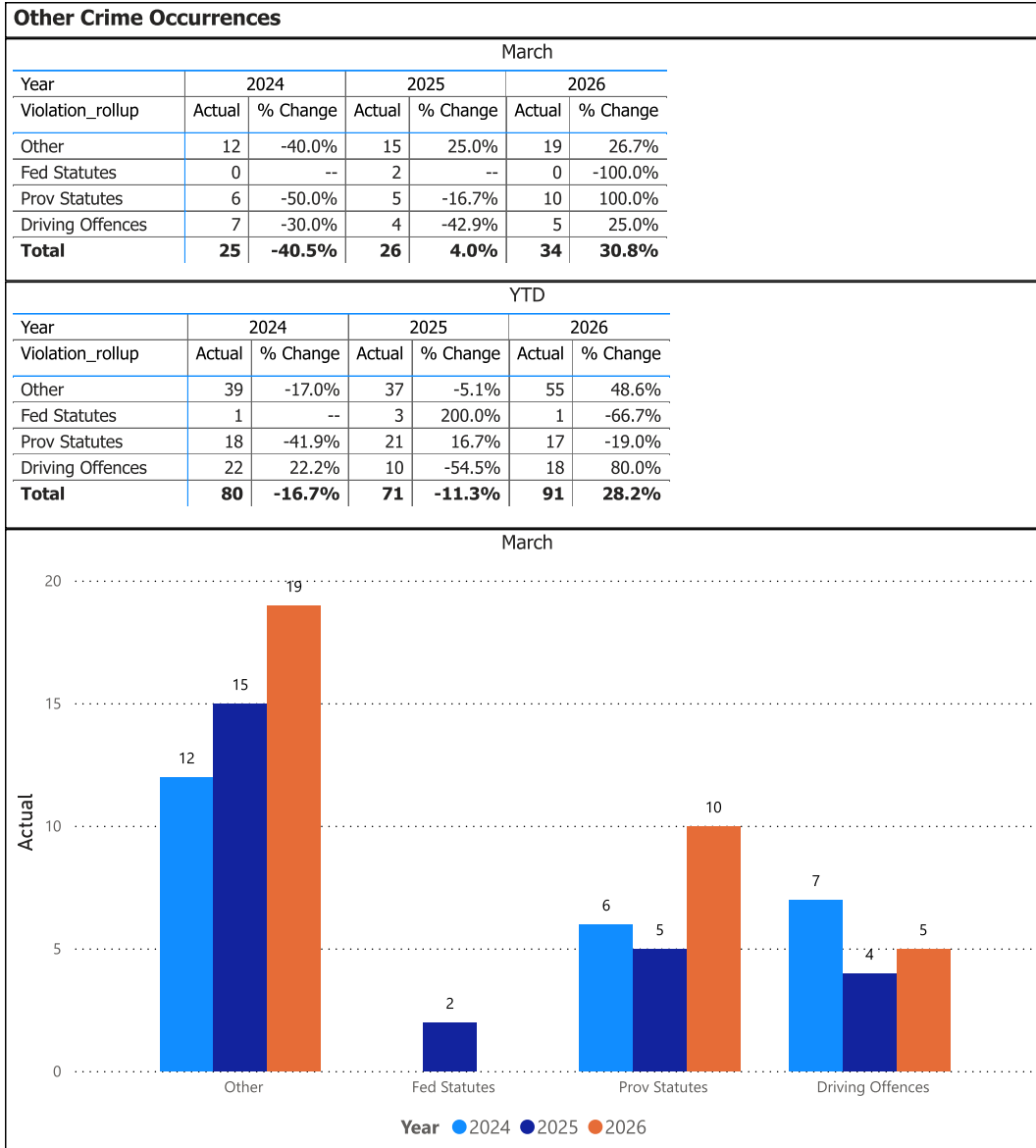
Top 5 Violation Groups					
March					
ViolationGrp	2023	2024	2025	2026	Total
Fraud	27	24	12	15	78
Theft Under \$5000	22	19	20	16	77
Assaults/Firearm Related Offences	7	10	18	23	58
Failure to Comply	13	10	10	12	45
Other Offences Involving Violence or the Threat of Violence	9	3	13	12	37

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Area(s): ALL
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 29-Apr-2026

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**OPP Detachment Board Report
Records Management System
March 2026**



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Area(s): ALL

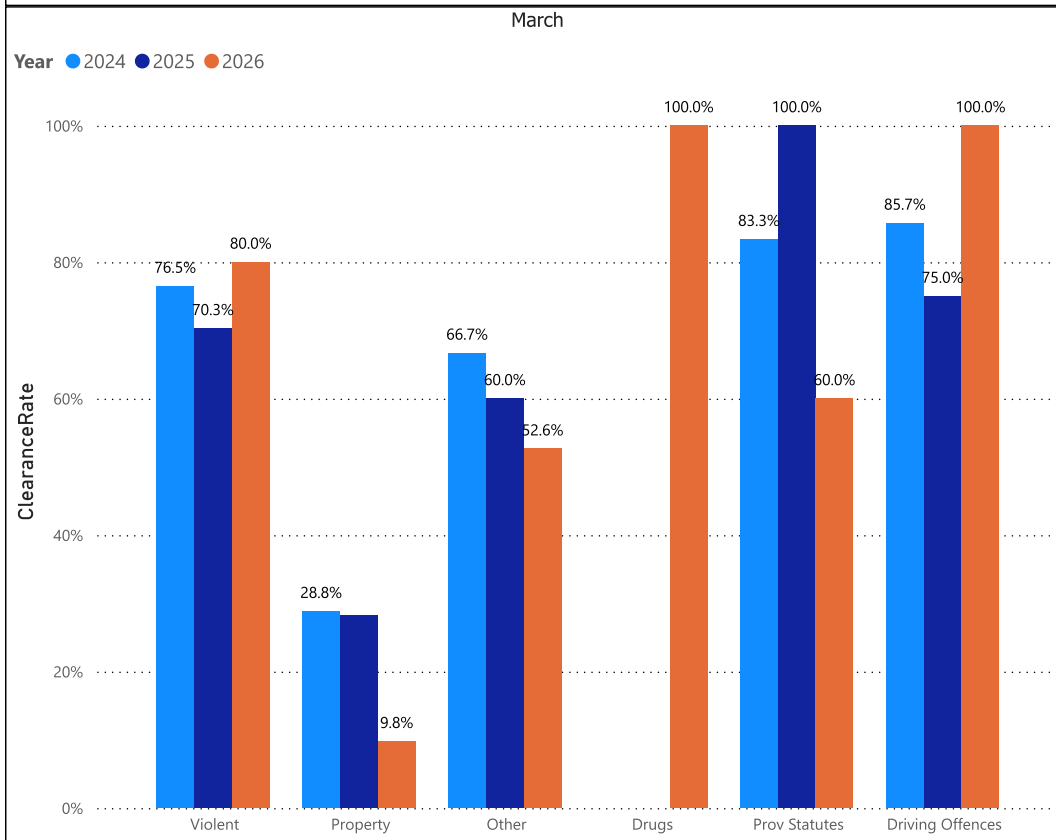
Data source date:
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**OPP Detachment Board Report
Records Management System
March 2026**

Clearance Rate						
March						
Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violent	76.5%	-2.3%	70.3%	-8.1%	80.0%	13.8%
Property	28.8%	-9.4%	28.3%	-1.9%	9.8%	-65.5%
Other	66.7%	-16.7%	60.0%	-10.0%	52.6%	-12.3%
Drugs	0.0%	-100.0%		--	100.0%	--
Fed Statutes			0.0%	--		--
Prov Statutes	83.3%	-16.7%	100.0%	20.0%	60.0%	-40.0%
Driving Offences	85.7%	-14.3%	75.0%	-12.5%	100.0%	33.3%

YTD						
Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violation_rollup						
Violent	80.0%	1.1%	71.3%	-10.9%	77.6%	8.8%
Property	24.3%	-1.2%	23.0%	-5.4%	12.9%	-44.0%
Other	76.9%	9.6%	45.9%	-40.3%	49.1%	6.8%
Drugs	80.0%	-20.0%	100.0%	25.0%	83.3%	-16.7%
Fed Statutes	100.0%	--	0.0%	-100.0%	100.0%	--
Prov Statutes	94.4%	-5.6%	95.2%	0.8%	76.5%	-19.7%
Driving Offences	81.8%	-13.4%	90.0%	10.0%	94.4%	4.9%



Detachment: 3P - GRENVILLE COUNTY (Prescott)

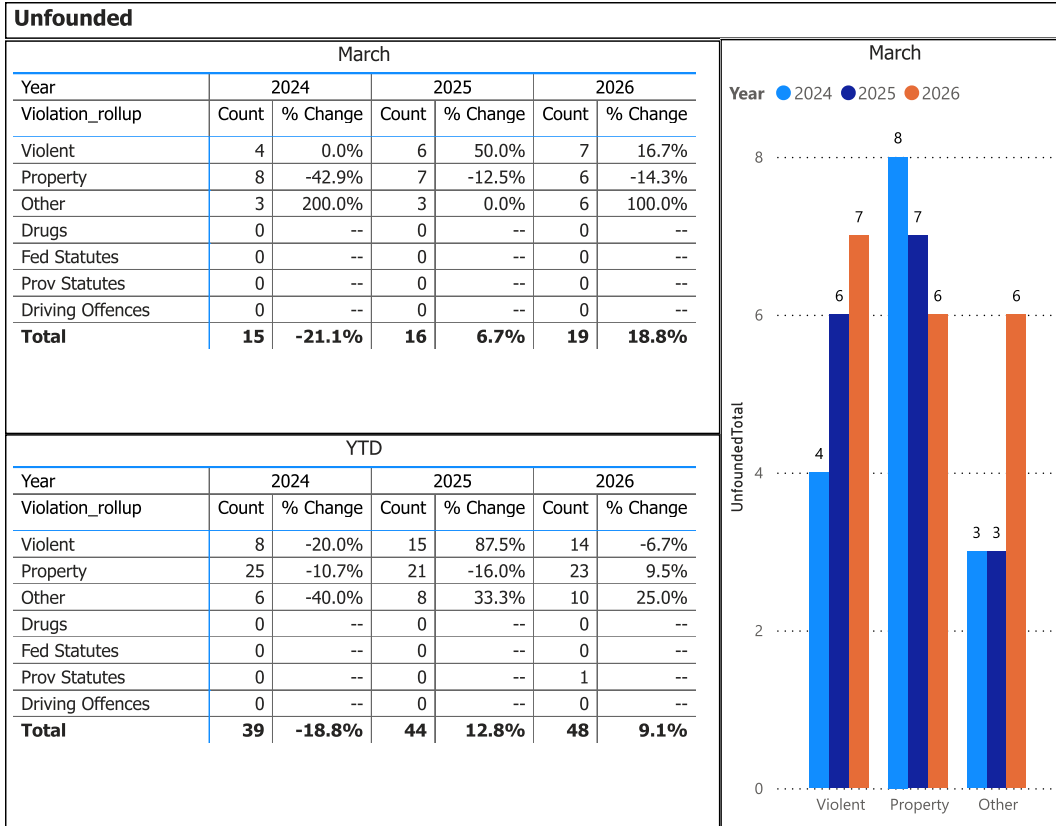
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Area(s): ALL

Data source date:
29-Apr-2026

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29-Apr-2026 9:14:11 PM

**OPP Detachment Board Report
Records Management System
March 2026**



Detachment: 3P - GRENVILLE COUNTY (Prescott)

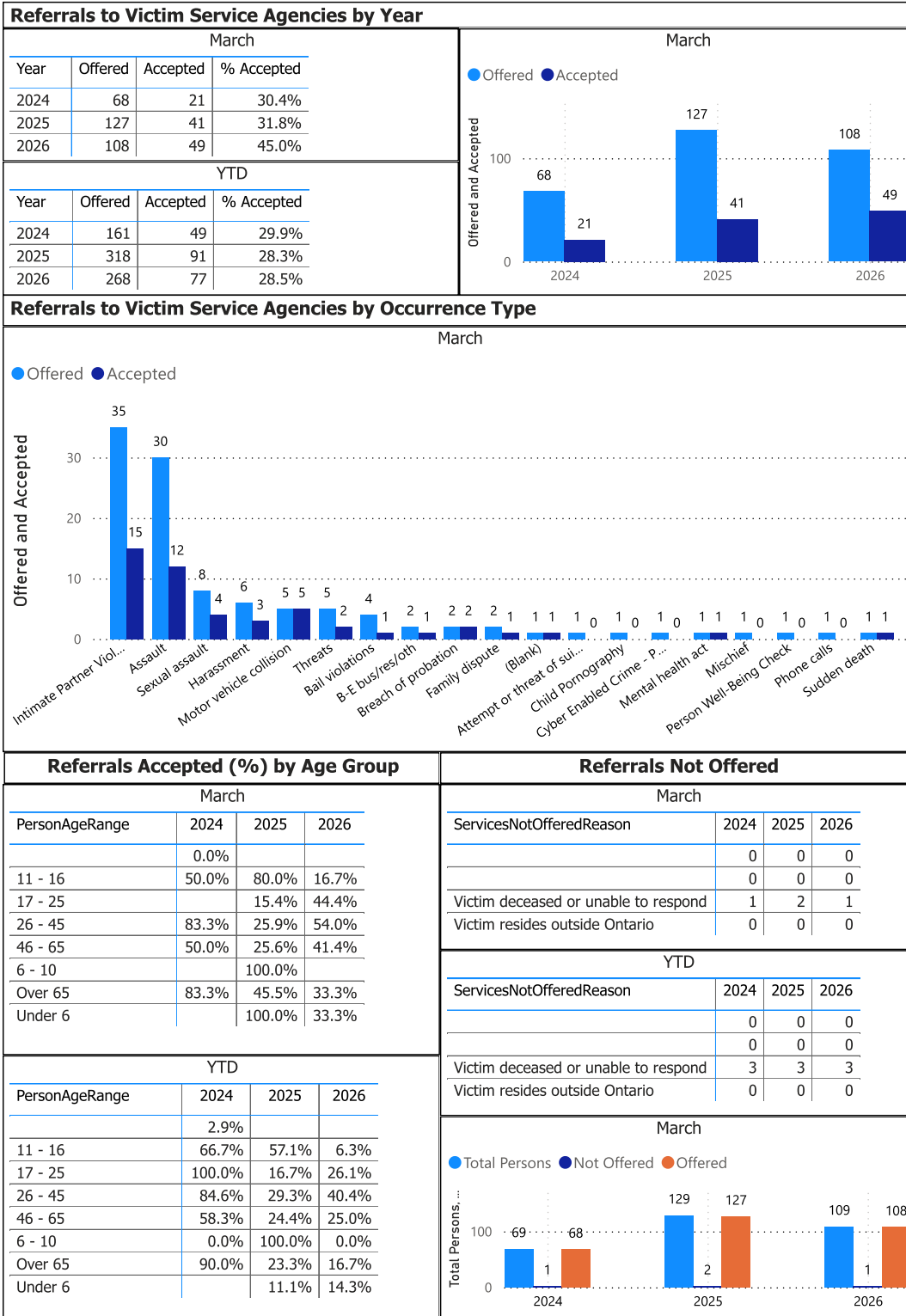
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OPP Detachment Board Report Records Management System March 2026



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Area(s): ALL

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29-Apr-2026

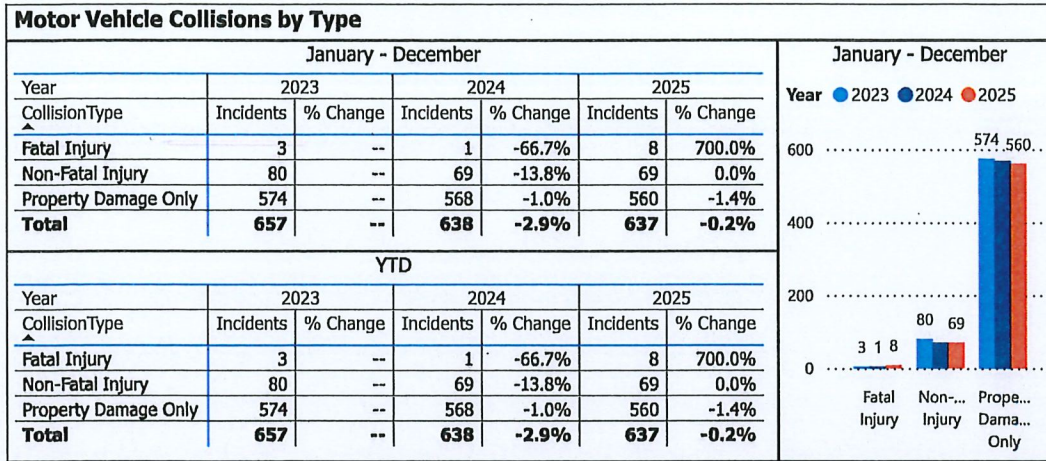
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29-Apr-2026 9:14:11 PM



**AUGUSTA TOWNSHIP, EDWARDSBURGH CARDINAL TOWNSHIP,
TOWN OF PRESCOTT OPP DETACHMENT BOARD
DÉTACHEMENT DE LA OPP CANTON D'AUGUSTA, CANTON
D'EDWARDSBURGH CARDINAL, VILLE DE PRESCOTT CONSEIL
GRENVILLE OPP DETACHMENT
DÉTACHEMENT DE LA OPP GRENVILLE**

2025 Year in Review

**OPP Detachment Board Report
Collision Reporting System
January - December 2025**



Data source (Collision Reporting System) date:
23-Feb-2026

Detachment: 3P - GRENVILLE COUNTY (Prescott)
Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

Area(s): ALL
Data source date:
23-Feb-2026

Report Generated on:
23-Feb-2026 12:35:12 PM

OPP Detachment Board Report Collision Reporting System January - December 2025

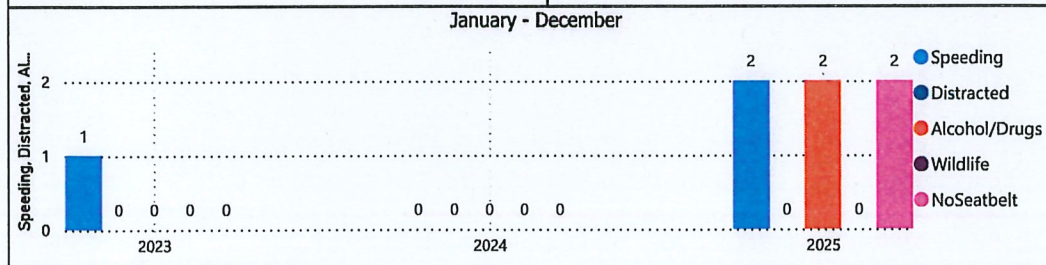
Fatalities in Detachment Area - Incidents									
January - December									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	0	3	--	0	0	--	0	0	--
2024	0	1	-66.7%	0	0	--	0	0	--
2025	1	5	400.0%	0	0	--	1	3	--

YTD									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	0	3	--	0	0	--	0	0	--
2024	0	1	-66.7%	0	0	--	0	0	--
2025	1	5	400.0%	0	0	--	1	3	--

Fatalities in Detachment Area - Persons Killed							
January - December							
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle		
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change	
2023	3	--	0	--	0	--	
2024	1	-66.7%	0	--	0	--	
2025	5	400.0%	0	--	3	--	

YTD							
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle		
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change	
2023	3	--	0	--	0	--	
2024	1	-66.7%	0	--	0	--	
2025	5	400.0%	0	--	3	--	

Primary Causal Factors in Fatal Motor Vehicle Collisions							
January - December				YTD			
	2023	2024	2025		2023	2024	2025
Speeding	1	0	2	Speeding	1	0	2
Speeding % Change	--	-100.0%	--	Speeding % Change	--	-100.0%	--
Distracted	0	0	0	Distracted	0	0	0
Distracted % Change	--	--	--	Distracted % Change	--	--	--
Alcohol/Drugs	0	0	2	Alcohol/Drugs	0	0	2
Alcohol/Drugs % Change	--	--	--	Alcohol/Drugs % Change	--	--	--
Wildlife	0	0	0	Wildlife	0	0	0
Wildlife % Change	--	--	--	Wildlife % Change	--	--	--
NoSeatbelt	0	0	2	NoSeatbeltYTD	0	0	2
NoSeatbelt YoY%	--	--	--	NoSeatbeltYTD YoY%	--	--	--



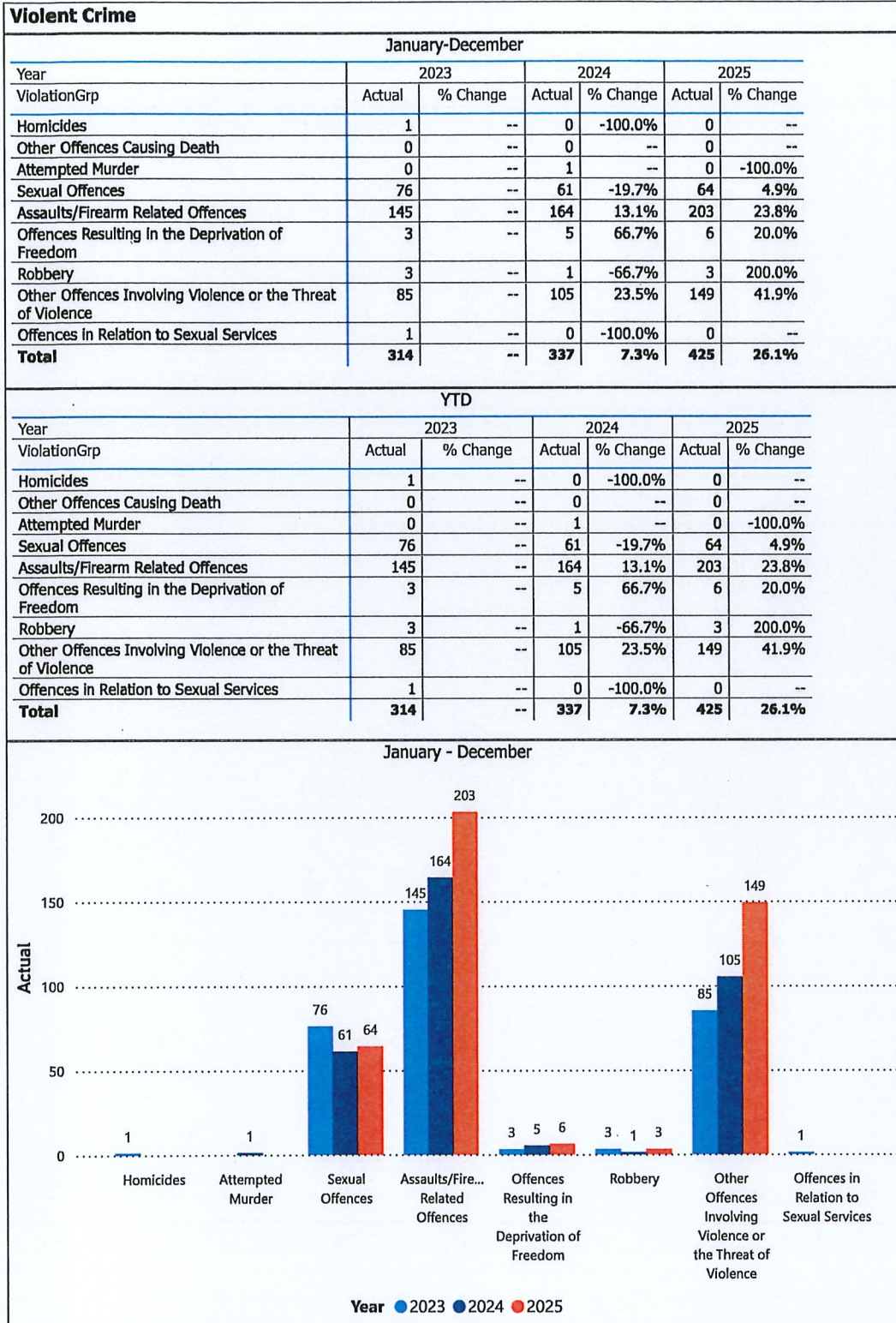
Data source (Collision Reporting System) date:
23-Feb-2026

Detachment: 3P - GRENVILLE COUNTY (Prescott)
Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

Area(s): ALL
Data source date:
23-Feb-2026

Report Generated on:
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**OPP Detachment Board Report
Records Management System
January - December 2025**



Detachment: 3P - GRENVILLE COUNTY (Prescott)

Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

Area(s): ALL

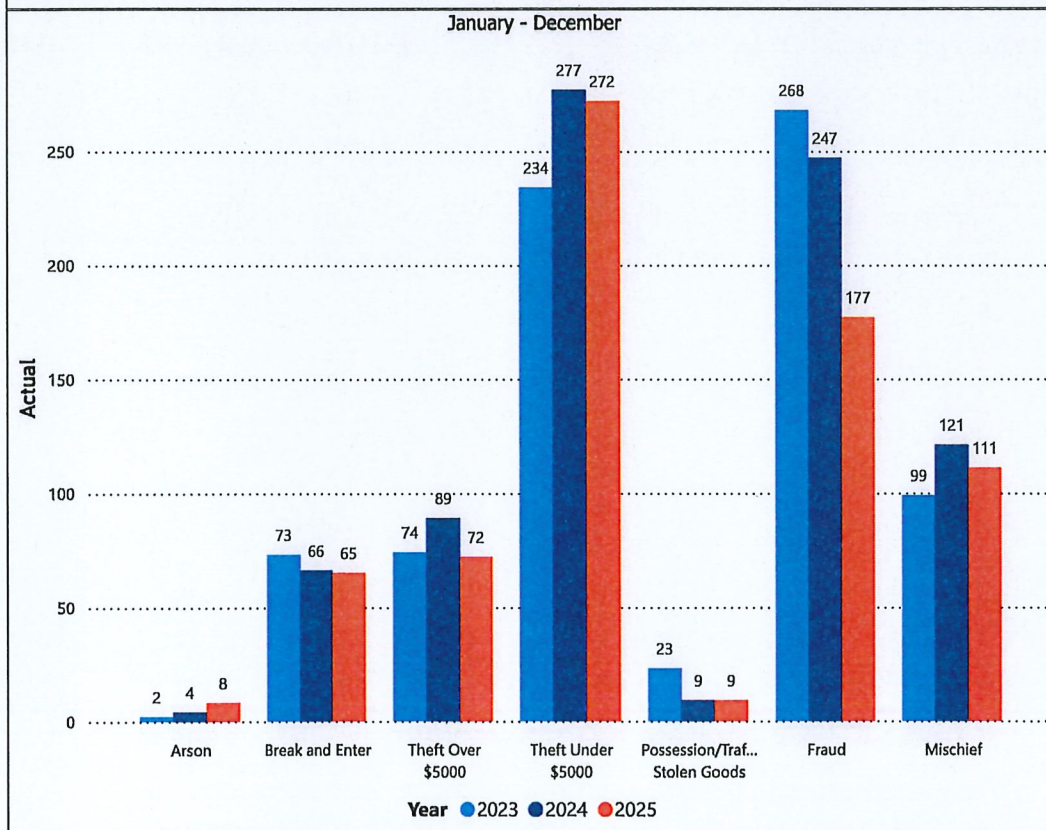
Data source date:
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Report Generated on:
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OPP Detachment Board Report Records Management System January - December 2025

Property Crime						
January - December						
Year	2023		2024		2025	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Arson	2	--	4	100.0%	8	100.0%
Break and Enter	73	--	66	-9.6%	65	-1.5%
Theft Over \$5000	74	--	89	20.3%	72	-19.1%
Theft Under \$5000	234	--	277	18.4%	272	-1.8%
Possession/Trafficking Stolen Goods	23	--	9	-60.9%	9	0.0%
Fraud	268	--	247	-7.8%	177	-28.3%
Mischief	99	--	121	22.2%	111	-8.3%
Total	773	--	813	5.2%	714	-12.2%

YTD						
Year	2023		2024		2025	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Arson	2	--	4	100.0%	8	100.0%
Break and Enter	73	--	66	-9.6%	65	-1.5%
Theft Over \$5000	74	--	89	20.3%	72	-19.1%
Theft Under \$5000	234	--	277	18.4%	272	-1.8%
Possession/Trafficking Stolen Goods	23	--	9	-60.9%	9	0.0%
Fraud	268	--	247	-7.8%	177	-28.3%
Mischief	99	--	121	22.2%	111	-8.3%
Total	773	--	813	5.2%	714	-12.2%



Detachment: 3P - GRENVILLE COUNTY (Prescott)

Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kempville)

Area(s): ALL

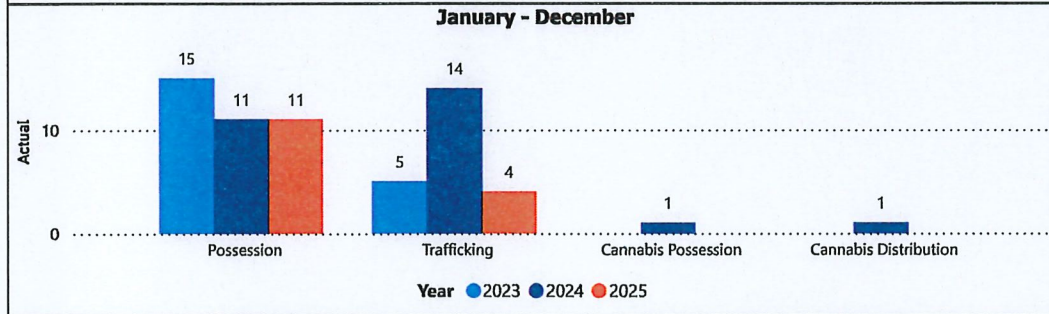
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Report Generated on:
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**OPP Detachment Board Report
Records Management System
January - December 2025**

Drug Crime						
January - December						
Year	2023		2024		2025	
	Actual	% Change	Actual	% Change	Actual	% Change
Possession	15	--	11	-26.7%	11	0.0%
Trafficking	5	--	14	180.0%	4	-71.4%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	1	--	0	-100.0%
Cannabis Distribution	0	--	1	--	0	-100.0%
Cannabis Sale	0	--	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
Total	20	--	27	35.0%	15	-44.4%

YTD						
Year	2023		2024		2025	
	Actual	% Change	Actual	% Change	Actual	% Change
Possession	15	--	11	-26.7%	11	0.0%
Trafficking	5	--	14	180.0%	4	-71.4%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	1	--	0	-100.0%
Cannabis Distribution	0	--	1	--	0	-100.0%
Cannabis Sale	0	--	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
Total	20	--	27	35.0%	15	-44.4%



Top 3 Violation Types				Top 5 Violation Groups				
January - December				January - December				
Actual	2023	2024	2025	ViolationGrp	2023	2024	2025	Total
1000	773	813	714	Theft Under \$5000	234	277	272	783
500	314	337	425	Fraud	268	247	177	692
0	172	173	179	Assaults/Firearm Related Offences	145	164	203	512
				Other Offences Involving Violence or the Threat of Violence	85	105	149	339
				Mischief	99	121	111	331
				Provincial Statutes	109	121	101	331

Detachment: 3P - GRENVILLE COUNTY (Prescott)
 Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

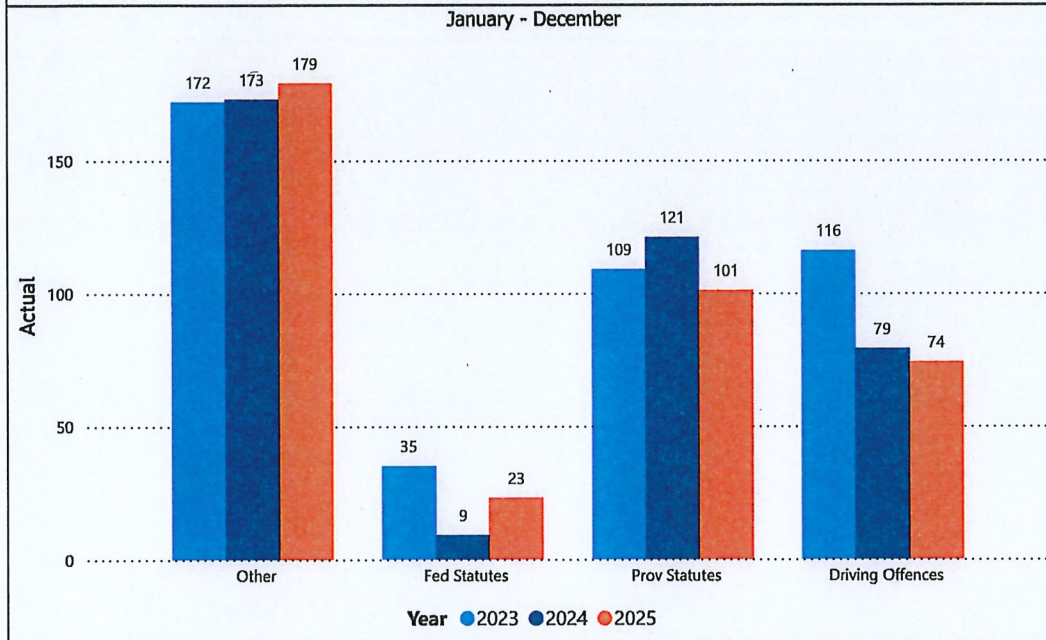
Area(s): ALL
 Data source date:
 23-Feb-2026

Report Generated on:
 23-Feb-2026 12:35:12 PM

**OPP Detachment Board Report
Records Management System
January - December 2025**

Other Crime Occurrences						
January - December						
Year	2023		2024		2025	
Violation_rollup	Actual	% Change	Actual	% Change	Actual	% Change
Other	172	--	173	0.6%	179	3.5%
Fed Statutes	35	--	9	-74.3%	23	155.6%
Prov Statutes	109	--	121	11.0%	101	-16.5%
Driving Offences	116	--	79	-31.9%	74	-6.3%
Total	432	--	382	-11.6%	377	-1.3%

YTD						
Year	2023		2024		2025	
Violation_rollup	Actual	% Change	Actual	% Change	Actual	% Change
Other	172	--	173	0.6%	179	3.5%
Fed Statutes	35	--	9	-74.3%	23	155.6%
Prov Statutes	109	--	121	11.0%	101	-16.5%
Driving Offences	116	--	79	-31.9%	74	-6.3%
Total	432	--	382	-11.6%	377	-1.3%



Detachment: 3P - GRENVILLE COUNTY (Prescott)
 Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

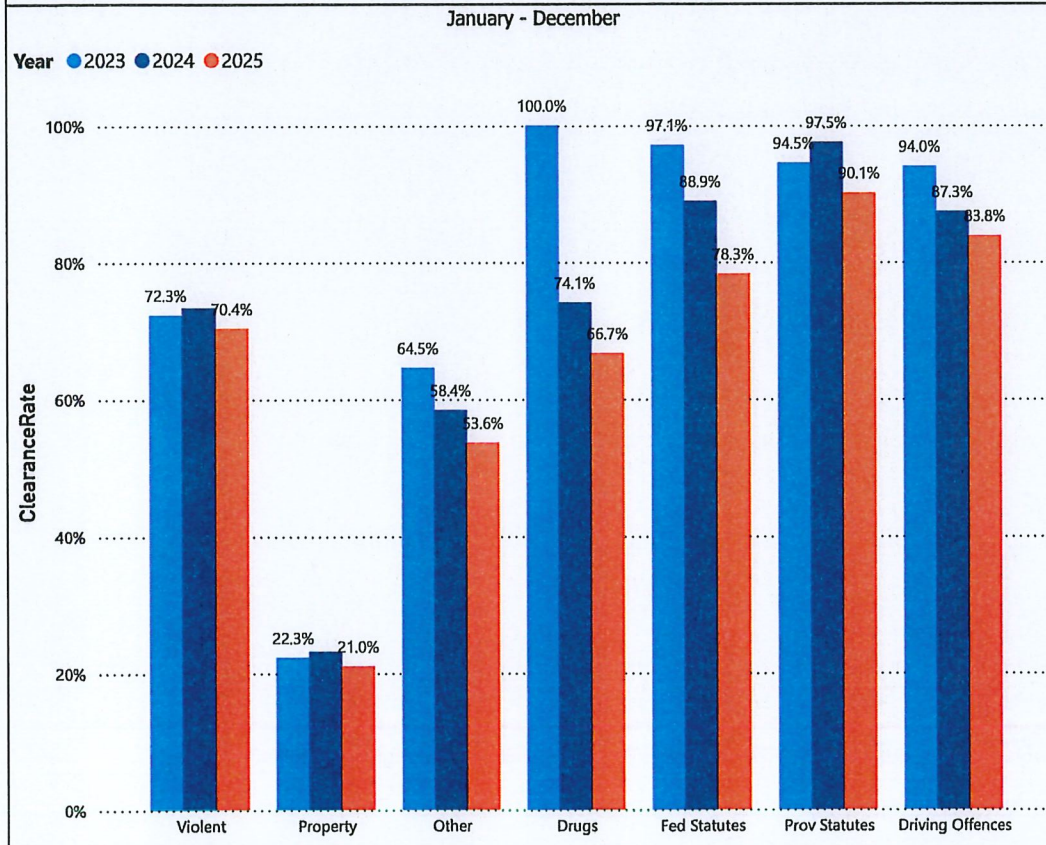
Area(s): ALL
 Data source date:
 23-Feb-2026

Report Generated on:
 23-Feb-2026 12:35:12 PM

OPP Detachment Board Report Records Management System January - December 2025

Clearance Rate						
January - December						
Year	2023		2024		2025	
	%	% Change	%	% Change	%	% Change
Violent	72.3%	--	73.3%	1.4%	70.4%	-4.0%
Property	22.3%	--	23.1%	3.9%	21.0%	-9.1%
Other	64.5%	--	58.4%	-9.5%	53.6%	-8.1%
Drugs	100.0%	--	74.1%	-25.9%	66.7%	-10.0%
Fed Statutes	97.1%	--	88.9%	-8.5%	78.3%	-12.0%
Prov Statutes	94.5%	--	97.5%	3.2%	90.1%	-7.6%
Driving Offences	94.0%	--	87.3%	-7.0%	83.8%	-4.1%

YTD						
Year	2023		2024		2025	
	%	% Change	%	% Change	%	% Change
Violation_rollup						
Violent	72.3%	--	73.3%	1.4%	70.4%	-4.0%
Property	22.3%	--	23.1%	3.9%	21.0%	-9.1%
Other	64.5%	--	58.4%	-9.5%	53.6%	-8.1%
Drugs	100.0%	--	74.1%	-25.9%	66.7%	-10.0%
Fed Statutes	97.1%	--	88.9%	-8.5%	78.3%	-12.0%
Prov Statutes	94.5%	--	97.5%	3.2%	90.1%	-7.6%
Driving Offences	94.0%	--	87.3%	-7.0%	83.8%	-4.1%



Detachment: 3P - GRENVILLE COUNTY (Prescott)

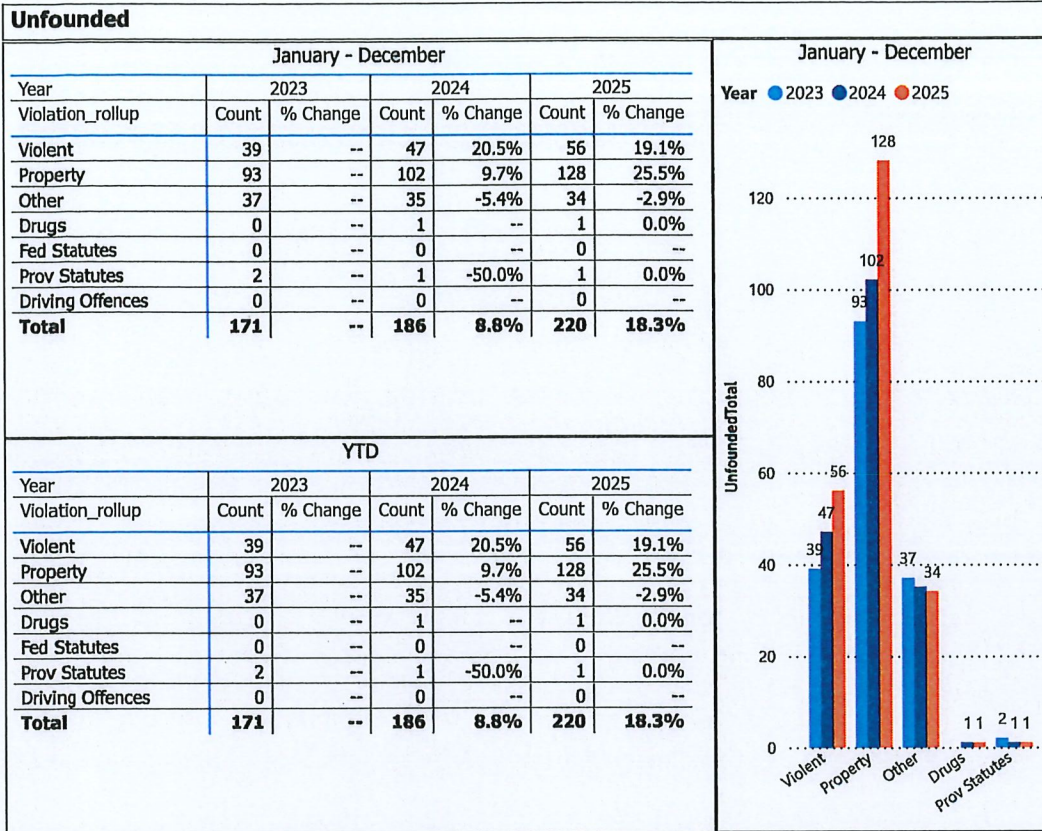
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Area(s): ALL

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23-Feb-2026

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OPP Detachment Board Report Records Management System January - December 2025



Detachment: 3P - GRENVILLE COUNTY (Prescott)

Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kempville)

Area(s): ALL

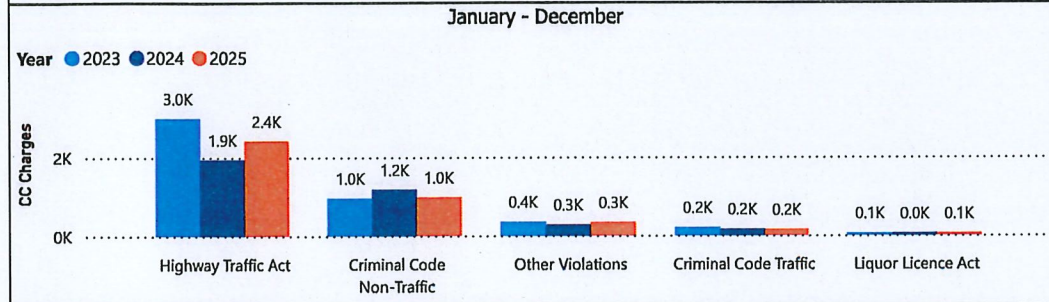
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OPP Detachment Board Report Records Management System January - December 2025

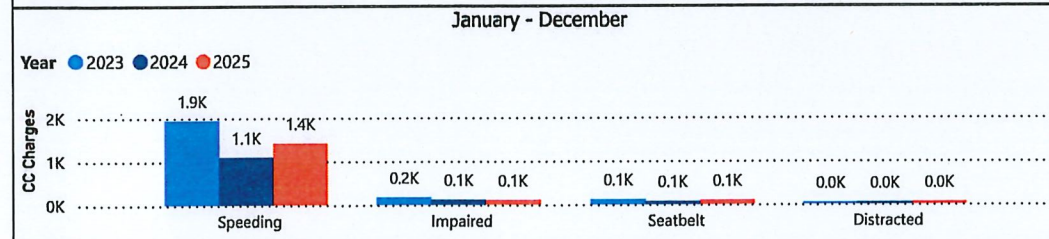
Criminal Code and Provincial Statute Charges Laid						
January - December						
Year	2023		2024		2025	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	952	--	1,167	22.6%	976	-16.4%
Criminal Code Traffic	206	--	160	-22.3%	150	-6.3%
Highway Traffic Act	2,986	--	1,933	-35.3%	2,409	24.6%
Liquor Licence Act	54	--	48	-11.1%	52	8.3%
Other Violations	353	--	278	-21.2%	337	21.2%
Total	4,551	--	3,586	-21.2%	3,924	9.4%

YTD						
Year	2023		2024		2025	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	952	--	1,167	22.6%	976	-16.4%
Criminal Code Traffic	206	--	160	-22.3%	150	-6.3%
Highway Traffic Act	2,986	--	1,933	-35.3%	2,409	24.6%
Liquor Licence Act	54	--	48	-11.1%	52	8.3%
Other Violations	353	--	278	-21.2%	337	21.2%
Total	4,551	--	3,586	-21.2%	3,924	9.4%



Traffic Related Charges						
January - December						
Year	2023		2024		2025	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	1,933	--	1,086	-43.8%	1,409	29.7%
Seatbelt	112	--	65	-42.0%	91	40.0%
Impaired	164	--	109	-33.5%	100	-8.3%
Distracted	20	--	27	35.0%	49	81.5%

YTD						
Year	2023		2024		2025	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	1,933	--	1,086	-43.8%	1,409	29.7%
Seatbelt	112	--	65	-42.0%	91	40.0%
Impaired	164	--	109	-33.5%	100	-8.3%
Distracted	20	--	27	35.0%	49	81.5%



Detachment: 3P - GRENVILLE COUNTY (Prescott)

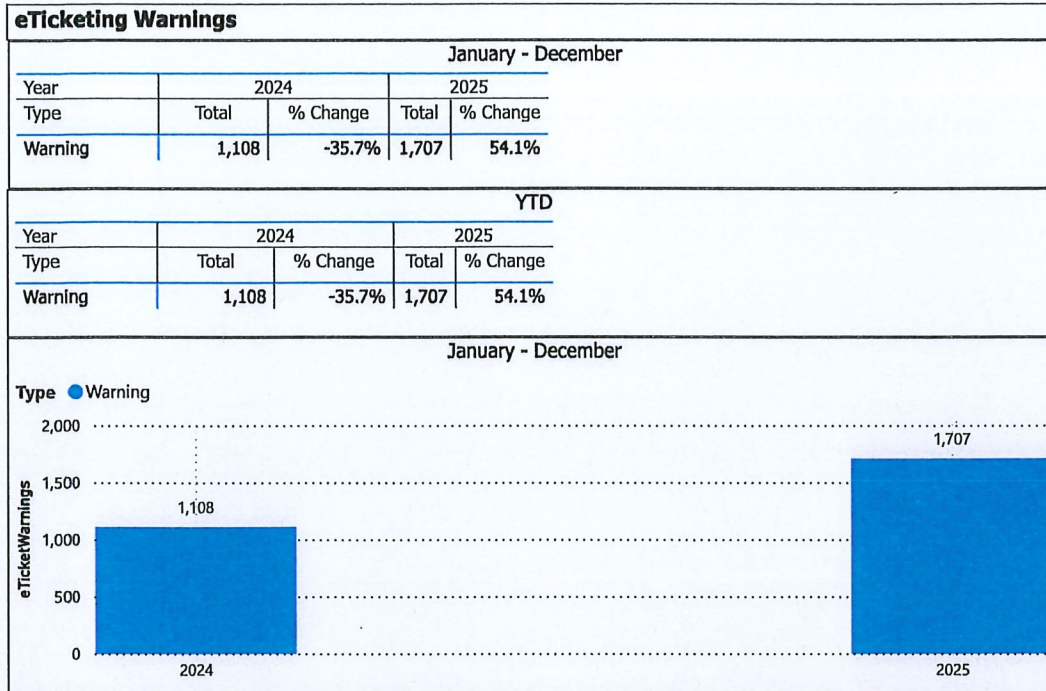
Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kempenville)

Area(s): ALL

Data source date:
23-Feb-26

Report Generated on:
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**OPP Detachment Board Report
Records Management System
January - December 2025**



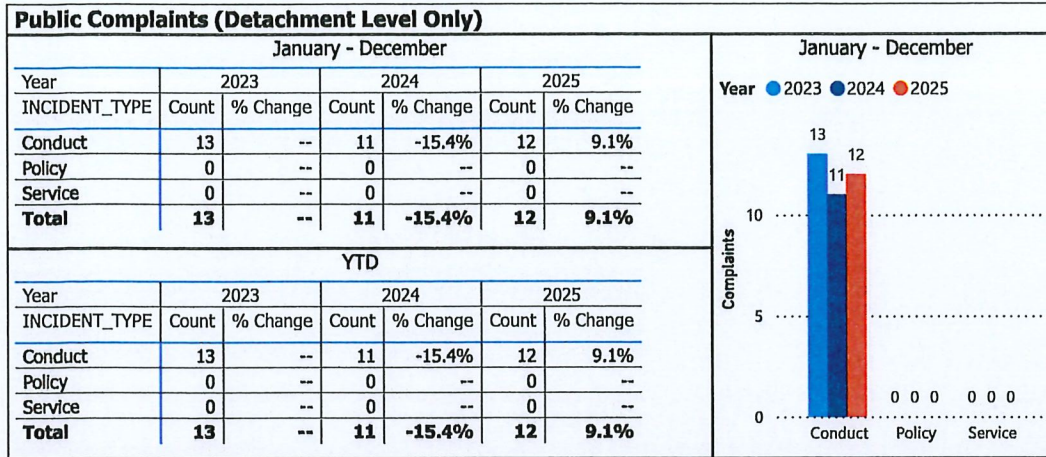
Note: The eTicketing system was not fully implemented until the end of 2022, therefore data is only available beginning in 2023. % Change in 2023 may appear higher in this report due to the incomplete 2022 data.

Detachment: 3P - GRENVILLE COUNTY (Prescott)
Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

Area(s): ALL
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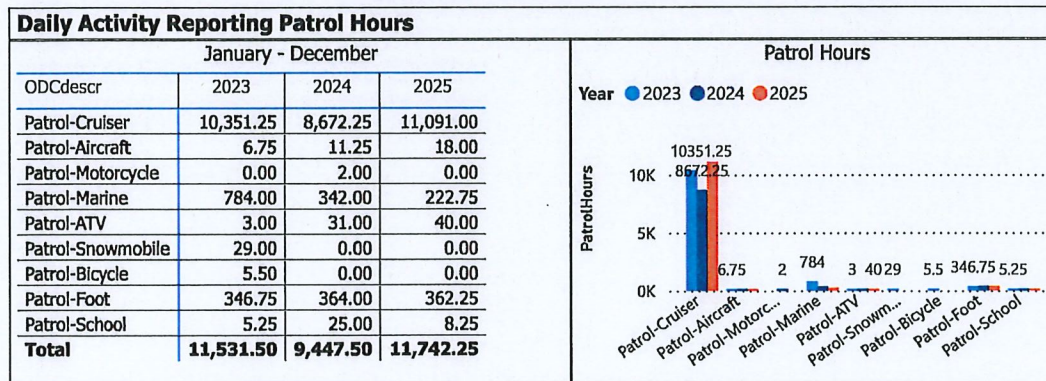
OPP Detachment Board Report Records Management System January - December 2025



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

Data source date:
23-Feb-2026

Daily Activity Reporting



Data source (Daily Activity Reporting System) date:
23-Feb-2026

Detachment: 3P - GRENVILLE COUNTY (Prescott)
Location code(s): 3P00 - GRENVILLE COUNTY (Prescott), 3P10 - GRENVILLE COUNTY (Kemptville)

Data source date:
23-Feb-2026

Report Generated on:
23-Feb-2026 12:35:12 PM

OPP Detachment Board Report Records Management System January - December 2025

Referrals to Victim Service Agencies by Year

January - December			
Year	Offered	Accepted	% Accepted
2023	794	276	34.1%
2024	1026	318	30.6%
2025	1327	320	23.7%

YTD			
Year	Offered	Accepted	% Accepted
2023	794	276	34.1%
2024	1026	318	30.6%
2025	1327	320	23.7%

January - December			
Year	Offered	Accepted	% Accepted
2023	794	276	34.1%
2024	1026	318	30.6%
2025	1327	320	23.7%

Referrals to Victim Service Agencies by Occurrence Type

Occurrence Type	Offered	Accepted
Intimate Part...	402	58
Assault	245	62
Sudden death	88	37
Sexual assault	64	33
Threats	59	12
Harassment	57	9
Bail violations	39	11
Breach of pr...	37	3
Mischief	32	2
Motor vehicl...	26	2
Voyeurism 1...	26	2
Fraud	21	2
Theft	21	2
B-E bus/res/...	18	2
Family dispute	18	2
Indecent acts	16	2
Cyber Enable...	15	2
Cyber Enable...	14	2
Prevent brea...	13	2
Mental health...	11	2
Arson	9	2
Unwanted pe...	8	2
Attempt or t...	7	2
Duplicate oc...	7	2
Stolen vehicle	7	2
Cyber Enable...	6	2
Other crimin...	6	2
Weapons	6	2
Court order	6	2
Landlord ten...	5	2
Phone calls	5	2
Assist Other...	4	2

Referrals Accepted (%) by Age Group

January - December			
PersonAgeRange	2023	2024	2025
11 - 16	10.8%	5.2%	
17 - 25	93.8%	45.6%	36.4%
26 - 45	93.3%	34.0%	17.0%
26 - 45	100.0%	33.3%	23.2%
46 - 65	96.1%	33.6%	26.0%
6 - 10	100.0%	25.0%	50.0%
Over 65	93.1%	40.7%	17.7%
Under 6	100.0%	12.0%	16.7%

YTD			
PersonAgeRange	2023	2024	2025
11 - 16	10.8%	5.2%	
17 - 25	93.8%	45.6%	36.4%
26 - 45	93.3%	34.0%	17.0%
26 - 45	100.0%	33.3%	23.2%
46 - 65	96.1%	33.6%	26.0%
6 - 10	100.0%	25.0%	50.0%
Over 65	93.1%	40.7%	17.7%
Under 6	100.0%	12.0%	16.7%

Referrals Not Offered

January - December			
ServicesNotOfferedReason	2023	2024	2025
	0	0	0
	1	0	0
Victim deceased or unable to respond	7	16	19
Victim resides outside Ontario	8	2	2

YTD			
ServicesNotOfferedReason	2023	2024	2025
	0	0	0
	1	0	0
Victim deceased or unable to respond	7	16	19
Victim resides outside Ontario	8	2	2

January - December			
Year	Total Persons	Not Offered	Offered
2023	794	0	276
2024	1026	0	318
2025	1327	0	320

Detachment: 3P - GRENVILLE COUNTY (Prescot)

Location code(s): 3P00 - GRENVILLE COUNTY (Prescot), 3P10 - GRENVILLE COUNTY (Kemptville)

Area(s): ALL

Data source date:

23-Feb-2026

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23-Feb-2026 12:35:12 PM

https://pbi.opp.gov.on.ca/PBIReports/powerbi/Production/CTSB/Data Projects/OPP Detachment Board Reports/OPP Detachment Board Report

1/1



SOUTH GRENVILLE O.P.P DETACHMENT BOARD REPORT

From: Mayor Jeff Shaver, Chair & Marina Laker, Board Member

Subject: Chair & Members Report for OAPSB Zone 2 Meeting – April 24, 2026

RECOMMENDATION

That the South Grenville OPP Detachment Board receive the Chair & Members Report for OAPSB Zone 2 Meeting for information.

BACKGROUND

This was the first OAPSB meeting attended by our board. Members in attendance were J. Shaver, B. Purcell and M. Laker, (L. Veltkamp). Past Zone 2 meetings mostly consisted of introductions, statistic reporting and delegations (police case experiences). Our current board consists of three municipalities that in the past consisted of no police board, very informal board and a slightly formal board. All members of our board have received their only initial compulsory on-line training. The following notes have been compiled by the members attending the meeting.

INFORMATION AND TAKEAWAYS

The Ontario Association of Police Service Boards (OAPSB) has transitioned to its new operating name - Police Governance Ontario (PGO). Its new website is <https://policegovernanceontario.ca/> All Board members and administrative staff should register on the **Member Portal** and have access to **member tools, governance resources, training, and updates**. For example, Board Member Discussion Groups are recurring virtual sessions designed for Police Service Board members to explore their role, responsibilities, and impact in a practical, peer-supported environment (see the events calendar on the PGO website). The next Discussion Group will be held on 21 May.



Graham Wight, Police Services Advisor, Inspectorate of Policing (IP) discussed the following:

- On 29 February, Ontario's Inspector General of Policing, Ryan Teschner, announced a **province-wide inspection** to examine police integrity and anti-corruption practices across Ontario's policing sector. This will take place over the next 18 months. The sector-wide inspection will focus on five defined areas, with the ability to examine additional areas should they arise during the inspection:
- 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;
- Substance abuse and fitness for duty.

The Inspector General also has the legal authority to determine whether there has been non-compliance with the *Community Safety and Policing Act* (CSPA) and, if so, issue progressive, risk-based and binding directions and measures on police services and chiefs of police, **as well as police service boards**, to protect public safety. The inspection could entail physical inspection of detachments and interviews, as well as paper-based questions sent to boards.

Mr. Wight noted that not only is the Detachment Board responsible for advising the Detachment Commander and reviewing their reports, but it is also the responsibility of every OPP Detachment Board to be informed regarding the disposition, management and priorities of their detachment and monitoring the performance of the Detachment Commander. The South Grenville OPP Detachment Board could consider developing, in conjunction with the Detachment Commander, an annual work plan, with timelines, in order to fulfill our responsibilities in this regard.)

Public complaints within the Inspector General's mandate are thoroughly investigated by an Inspectorate of Policing (IP) inspector. In keeping with the IP's commitment to transparency, all Decisions and Findings Reports are published online, including any



directions or measures issued by the Inspector General to address identified issues, stemming from public complaints.

Mr. Wight strongly recommended that Board members review these Findings Reports and Decisions in order to strengthen the Board's knowledge, governance and accountability, as well as communications strategies. The website for these Reports and Decisions is: <https://www.iopontario.ca/en/decisions/ig-decisions> IG findings and decisions.

PGO provided a one-hour training session on Board Governance. Topics touched upon included:

- Onboarding and orientation
- Roles and Responsibilities
- Breach of conduct behaviours
- Reporting strategies
- Best practices for meetings
- Public vs closed meetings

Takeaways from this session that could be helpful for the Board:

- A reference library (web-based or physical) that can be accessed by all members and staff and could be provided as part of the orientation package for new Board members.
- The option of hiring a dedicated (part-time) administrative officer to assist the Board with its work. Some advantages include: relieving municipal staff of additional work burdens and avoiding potential conflicts of interest.
- The need to develop a method for monitoring the performance of the detachment commander (see first comment)
- Board Chairs- Should they be municipal representatives?
- Onboarding and orientation checklist for board members
- Have we completed all police record checks?



CONCLUSION

This meeting stressed the importance of the Detachment Members Role to participate, determine, advise, monitor, review and provide. As a functioning board we should review the way forward and provide policies to ensure compliance.

The Zone 2 meeting was extremely informative and an excellent opportunity to share lessons-learned and experiences with peers from across the region. We recommend that as many Board members as possible (especially the Board's Secretary) attend future meetings.

ATTACHMENTS

- PGO – Administrator's Handbook
- PGO - Board Administrator Compensation and Role Guidance Package
- Governance Checklist
- Detachment Commander Performance Management Framework

POLICE GOVERNANCE ONTARIO
Administrator's Handbook



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

Edition 1
December 2025

Preface

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

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

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Chapter 1: Introduction

Chapter 2: Administrator's Role in Police Governance

- Understanding the Administrator's Position
- Relationship With the Board
- Relationship With the Chief and Deputy Chiefs
- Supporting Board Accountability
- Managing Governance Records and Information
- Managing Confidentiality and Sensitivity
- Administrator as a Governance Resource

Chapter 3: Reporting, Accountability and Performance Evaluation

- Board Reporting Requirements
- CEO and Chief Reporting
- Municipal Reporting
- Evaluating Police Service Performance
- Monitoring Progress on Board Priorities

Chapter 4: Meetings and Procedural Compliance

- Preparing for Meetings
- Notice, Agendas, and Circulation
- Managing Board Packages
- In Camera Procedures
- Minute Taking and Records
- Procedural Rules and By Laws
- Supporting the Chair

Chapter 5: Information Management and Transparency

- Legislative Compliance
- Records Management
- FOI Processes
- Managing Board Communications
- Transparency Obligations

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Appendix A: Reference Guide to PGO Resources

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CHAPTER 1: INTRODUCTION TO THE HANDBOOK

Purpose and Audience

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

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

How to Use This Handbook

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

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

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

Acknowledgements and Recognition of Supporters

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

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

CHAPTER 2: THE ADMINISTRATOR'S ROLE IN POLICE GOVERNANCE

Topic: Understanding the Centrality of the Administrator in Civilian Oversight

1. What is the Role of an Administrator?

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

Key aspects of the administrator's role typically include:

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

2. Why is This Role Crucial?

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

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

3. How Does the Administrator Fulfill This Role?

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

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

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

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

4. Avoiding Common Pitfalls for the Administrator's Role

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

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

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

CHAPTER 3: REPORTING, ACCOUNTABILITY AND PERFORMANCE EVALUATION

Topic: Overview of Reporting Responsibilities in Police Governance

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

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

Types of Reporting Managed by the Administrator

1. Operational and Community Safety Reporting

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

2. Financial Reporting

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

3. Human Resources Related Reporting

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

4. Compliance Reporting

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

5. Strategic and Planning Reporting

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

6. Supporting Accountability Under the CSPA

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

Key responsibilities include:

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

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

Supporting Chief and Detachment Commander Performance Evaluation

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

Administrator responsibilities can include:

- Coordinating the annual review timeline and required documents

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

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

Monitoring Board Priorities and Governance Outcomes

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

Typical responsibilities include:

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

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

Importance of Strong Reporting Systems

Strong reporting systems advance governance in several key ways:

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

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

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

CHAPTER 4: BOARD MEETINGS AND PROCEDURAL COMPLIANCE

Topic: Ensuring Effective and Compliant Board Meetings

1. The Importance of Well-Managed Meetings

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

Key elements of well-managed meetings include:

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

2. Why Effective Meeting Management Matters

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

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

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

3. The Administrator's Role in Meeting Management

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

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

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

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

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

4. Avoiding Common Pitfalls for Meeting Management

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

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

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

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

CHAPTER 5: INFORMATION MANAGEMENT AND TRANSPARENCY

Topic: Managing Information for Effective Governance and Public Trust

1. The Importance of Information Management

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

Key aspects of information management include:

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

2. Why Effective Information Management Matters

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

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

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

3. The Administrator's Role in Information Management

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

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

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

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

4. Avoiding Common Pitfalls for Information Management

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

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

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

CHAPTER 6: FINANCIAL MANAGEMENT

Topic: Ensuring Prudent and Transparent Financial Oversight

1. Understanding Financial Management

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

Key aspects of financial management for a board include:

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

2. Why Sound Financial Management is Critical

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

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

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

3. The Administrator's Role in Financial Management

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

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

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

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

4. Avoiding Common Pitfalls for Financial Management

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

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

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

CHAPTER 7: BOARD MEMBER DEVELOPMENT & TRAINING

Topic: Ensuring Board Competence Through Training and Development

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

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

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

3. The Administrator's Role (How)

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

1. Understanding Training Requirements:

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

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

2. Administration and Management of Mandatory Training:

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

3. Budgeting for Board Development:

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

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

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

5. Avoiding Common Pitfalls for Board Member Development & Training

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

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

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

CHAPTER 8: BOARD ESTABLISHMENT & TRANSITIONS

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

1. The Requirement (What) & Board Type Applicability

- CSPA Reference: The Community Safety and Policing Act, 2019 (CSPA) outlines the framework for the establishment of various types of Police Governance Boards.
 - Section 26 (Municipal Boards): Addresses the establishment of municipal Police Governance Boards where a municipality maintains its own police service.
 - Section 32 (First Nation Boards): Deals with agreements for establishing First Nation Police Governance Boards, including the "opt-in" process for First Nations to establish their own police service and board under the CSPA.
 - Section 69 (OPP Detachment Boards): This crucial section mandates the establishment of OPP Detachment Boards for municipalities and First Nations that contract for policing services with the OPP. It specifies the composition and governance structure for these boards.
 - Regulations: Specific details regarding the process of establishment, initial appointments, and any transitional provisions may be found in accompanying regulations (e.g., O. Reg. 135/24, Composition of OPP Detachment Boards).
- Applicability by Board Type: This chapter is most directly applicable to OPP Detachment Boards as many communities are currently undergoing or have recently completed their formation. For Municipal and Opt-in First Nations Boards, the principles of smooth transition remain relevant during periods of new appointments or significant change.

2. Why This Matters (Why)

- Legal Compliance: Helping ensure boards are properly established according to CSPA requirements is fundamental to their legal authority and operational legitimacy.
- Effective Start-up: A well-managed establishment process helps ensure that a new board can become operational quickly and effectively, minimizing delays in fulfilling its mandate.
- Clarity of Roles and Relationships: The formation period is critical for establishing clear roles, responsibilities, and effective working relationships between the

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

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

3. The Administrator's Role (How)

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

1. Understanding the Establishment Process:

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

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

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

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

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

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

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

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

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

5. Avoiding Common Pitfalls for Board Establishment & Transitions

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

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

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

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

CHAPTER 9: ESSENTIAL GOVERNANCE TOOLS & RESOURCES

Topic: Equipping Boards with the Foundational Instruments for Effective Governance

1. The Tools (What)

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

Key categories of essential governance tools and resources include:

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

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

2. Why This Matters (Why)

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

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

3. The Administrator's Role (How)

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

1. Facilitating Policy Development and Review:

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

2. Information Management and Accessibility:

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

- Ensure Public Access: Help ensure that all documents required to be made public by the CSPA (e.g., meeting schedules, minutes, and operational policies under CSPA Section 38(7)) are easily accessible and prominently displayed on the board's designated public platform (e.g., municipal/First Nation website or dedicated board website). Ensure compliance with accessibility standards (e.g., AODA).
- Maintain Internal Accessibility: Ensure all board members have secure and easy access to all relevant governance documents and operational information, typically through a password-protected online portal or shared drive.

3. Supporting Compliance and Implementation:

- Policy Implementation: Assist the board in developing practical implementation plans for its adopted policies and by-laws. For example, for a new Code of Conduct, help plan how it will be formally introduced and reviewed annually.
- Monitoring and Reminders: Regularly review the board's activities and discussions to ensure ongoing compliance with its adopted policies and procedural by-laws. Provide proactive reminders or discreet advice to the Chair and board members as needed to help maintain adherence.
- Training Integration: Work to integrate knowledge of key board policies and governance tools into new member orientation and ongoing board development activities (as discussed in Chapter 6), ensuring all members understand their obligations and the board's operating framework.

4. Continuous Improvement and Resource Management:

- Stay Informed: Continuously monitor for changes in policing legislation, evolving best practices in civilian governance, and new resources, particularly those provided by the PGO. Subscribe to newsletters and participate in professional development opportunities relevant to governance.
- Resource Advocacy: Advise the board on the value of investing in relevant software (e.g., secure board portal software), training, or external expertise that could enhance their governance capacity (e.g., legal advice on complex policy drafting, governance consultants).
- Relationship Management: Maintain strong working relationships with municipal/First Nation clerks, legal counsel, and other police service board administrators to share best practices, exchange information, and help ensure consistency where appropriate across the sector.

5. Avoiding Common Pitfalls for Essential Governance Tools & Resources

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

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

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

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

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

Topic: Advanced Support for Board Effectiveness and Strategic Governance

1. The Executive Director's Distinct Role

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

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

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

2. Strategic Leadership and Board Development

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

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

3. Managing Board Dynamics and Conflict Resolution

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

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

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

4. Advanced Stakeholder Engagement and Communication

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

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

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

5. High-Level Risk Management and Oversight

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

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

APPENDIX A

RESOURCE MATERIALS FOR POLICE GOVERNANCE BOARD ADMINISTRATORS

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

Resource Categories

1. **General Resources for All Police Governance Boards**

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

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

2. **Resources for Municipal Police Governance Boards**

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

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

3. **Resources for First Nations Police Governance Boards**

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

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

4. **Resources for OPP Detachment Boards**

These materials support boards operating within the OPP governance

framework. Examples include:

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

5. Administrator Tools

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

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

6. Governance Insights and Practice Notes

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

7. Website and Portal Supports

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

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

Administrator Reminder

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

APPENDIX B

CAO AND BOARD CHAIR RESOURCING ASSESSMENT CHECKLIST

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

TABLE 1. RESOURCING ADEQUACY ASSESSMENT

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

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

TABLE 2. RESOURCING OPTIONS & PRELIMINARY RECOMMENDATION

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

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

TABLE 3. IDENTIFIED CHALLENGES & OPPORTUNITIES

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

TABLE 4. FINAL JOINT RECOMMENDATION

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

APPENDIX C

QUICK REFERENCE GUIDE FOR BOARD CHAIRS

Purpose

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

Chair Responsibilities

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

- 1. Meeting Leadership**

Ensure meetings follow the board's procedural by law.

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

Confirm quorum before meetings begin and throughout.

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

- 2. Agenda Setting**

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

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

Prioritize strategic matters, mandatory requirements, and governance responsibilities.

- 3. Relationship Stewardship**

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

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

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

- 4. Governance Oversight**

Champion adherence to the Community Safety and Policing Act.

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

5. Public Transparency

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

6. Conflict and Conduct Management

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

Chair and Administrator Partnership

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

Work collaboratively on agenda planning.

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

Chair's Strategic Checklist

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

Questions to ask yourself:

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

Chair's Annual Responsibilities

At least once per year, the Chair should:

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

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

When to Seek Support

The Chair should seek guidance or additional support when:

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

Board Administrator Compensation and Role Guidance Package



Purpose of this Resource

This resource has been developed to assist police service boards, OPP detachment boards, and similarly situated police governance bodies in considering the scope of board administrator support required within their local governance environment, and to provide broad guidance respecting compensation ranges observed across varying board models in Ontario.

This guidance is intended primarily for boards supported by a single administrator, part-time board administrator, contracted governance support person, or limited administrative governance function.

It is not intended for larger police governance bodies operating with Executive Directors, multiple dedicated staff positions, or broader internal governance offices, where staffing structures, role specialization, and compensation frameworks are materially different and require a separate organizational design approach.

Given the significant differences in board size, governance maturity, meeting frequency, committee activity, local expectations, and available municipal or police service administrative assistance, there is no single provincial standard for administrator roles or compensation. Instead, boards are encouraged to assess both the level of support required and the local conditions that may influence recruitment, retention, and continuity.

This package is intended to provide:

- a broad provincial compensation snapshot,
- key factors boards should consider when setting compensation,
- sample role archetypes based on increasing governance complexity,
- practical draft job description language that can be adapted locally.

Part 1: Important Notes Regarding Compensation Ranges

The compensation ranges included in this resource are intended to provide a broad provincial snapshot based on varying board models, workload expectations, governance complexity, and observed market conditions. They should not be interpreted as a fixed provincial standard, mandatory benchmark, or prescribed compensation direction.

These ranges are intended to support informed discussion and decision-making, not replace it. Boards should use this guidance as a reference point alongside local context, not as a definitive answer.

Boards should also recognize that administrator roles do not always fit neatly within one category. Some local governance environments may require a hybrid position that combines elements of

multiple support levels depending on board maturity, municipal support availability, committee activity, or the independent judgment expected of the administrator.

In practice, boards may find that:

- roles evolve over time as governance maturity increases,
- expectations expand beyond original job descriptions,
- compensation may need to be adjusted to reflect increased scope and responsibility,
- recruitment realities may require flexibility within or beyond suggested ranges.

When establishing compensation, boards should consider several local determinants, including: The compensation ranges included in this resource are intended to provide a broad provincial snapshot based on varying board models, workload expectations, governance complexity, and observed market conditions. They should not be interpreted as a fixed provincial standard, mandatory benchmark, or prescribed compensation direction.

Boards should also recognize that administrator roles do not always fit neatly within one category. Some local governance environments may require a hybrid position that combines elements of multiple support levels depending on board maturity, municipal support availability, committee activity, or the independent judgment expected of the administrator.

When establishing compensation, boards should consider several local determinants, including:

- geographic location and local labour market conditions,
- rural, northern, or isolated service challenges,
- cost of living considerations,
- whether the role is employee-based or contract-based,
- expected weekly hours and annual meeting frequency,
- number of board members and committees supported,
- level of independent governance, project or advisory work expected,
- financial administration responsibilities,
- communications and public inquiry expectations,
- records management and website maintenance obligations,
- degree of direct liaison required with the Chair, Chief, Detachment Commander, municipality, or community stakeholders,
- expected continuity and availability between formal board meetings.

Compensation should ultimately align not only with hours worked, but with the scope, judgment, governance knowledge, continuity demands, and local recruitment realities associated with the position.

Part 2: Provincial Snapshot - Administrator Compensation Ranges

Administrator Support Level	Typical Role Profile	Typical Weekly Hours	Suggested Hourly Range	Approximate Annual Equivalent
Level 1 - Foundational Administrative Coordinator	Primarily clerical, scheduling, minutes, correspondence, records and expense support	8-15 hrs	\$28-\$40	\$12,000-\$30,000
Level 2 - Governance Administrator	Moderate independent governance coordination, annual planning, policy tracking, board support, liaison functions	15-25 hrs	\$38-\$55	\$30,000-\$70,000
Level 3 - Senior Board Administrator / Governance Officer	Significant governance leadership support, strategic projects, advisory coordination, communications, quality assurance, advanced continuity management	25-35 hrs	\$50-\$70+	\$65,000-\$120,000+

Part 3: Sample Board Administrator Role Archetypes

Level 1 - Foundational Administrative Coordinator

This role is generally appropriate for smaller or newer boards where the primary need is consistent meeting administration, records support, and basic governance continuity.

Core functions typically include:

- scheduling meetings and preparing meeting logistics,
- drafting and circulating agendas and minutes,
- maintaining board correspondence,
- processing board member expenses and remuneration,
- maintaining records and governance files,
- posting materials to websites or board portals,
- tracking basic deadlines and training registrations,
- maintaining current board contact lists.

This role is primarily coordination-focused and may be suitable where broader governance planning and policy support is provided elsewhere.

Level 2 - Governance Administrator

This role is generally appropriate for boards requiring stronger independent governance coordination and a more active support relationship with the Chair and members.

In addition to Level 1 functions, this role typically includes:

- tracking annual board work plan items and statutory obligations,
- supporting orientation and onboarding of board members,
- assisting with policy and by-law review cycles,
- coordinating board participation in conferences and training,
- preparing routine governance correspondence,
- liaising regularly with the Chair and Chief or Detachment Commander,
- coordinating support for evaluation, planning, and governance review processes,
- monitoring ongoing action items and board commitments.

This role requires a stronger working understanding of police governance and greater independent judgment.

Level 3 - Senior Board Administrator / Governance Officer

This role is generally appropriate for more complex boards where the administrator functions as both an operational coordinator and a senior governance support resource.

In addition to Levels 1 and 2 functions, this role typically includes:

- supporting strategic planning and board priority development,
- conducting governance research and preparing advisory materials,
- coordinating quality assurance or self-assessment activities,
- identifying governance risks or continuity concerns,
- supporting major board projects and implementation work,
- coordinating public, media, municipal or government inquiries,
- supporting governance budget development,
- maintaining advanced transparency, records and communications practices,
- serving as a primary governance liaison between the Board and key stakeholders.

This role requires a high degree of independence, judgment, project management, and governance knowledge.

Part 4: Local Board Model Considerations

OPP Detachment Boards

OPP detachment boards may have fewer annual meetings than municipal boards, but often require significant governance setup, annual planning, Detachment Commander evaluation support, municipal liaison, and continuity assistance, particularly where no municipal administrative infrastructure exists.

Municipal Police Service Boards

Municipal boards often carry broader employer, policy, strategic planning, budget, Chief evaluation, and public accountability obligations. Administrator roles may therefore require more extensive governance coordination and independent advisory support.

First Nation Police Governance Boards

First Nation police governance boards may vary significantly depending on legislative model, governance maturity, and local community expectations. Roles may require stronger relationship-building, developmental governance support, and coordination with multiple external partners.

Part 5: Sample Draft Job Description Language

The following draft language is intended as adaptable sample content only. Boards are encouraged to tailor reporting relationships, hours of work, qualifications, compensation language, and board-specific duties to reflect their local governance environment.

Template A - Level 1 Foundational Administrative Coordinator

Position Summary The Board Administrator is responsible for providing foundational administrative and governance coordination support to the Board in order to ensure the effective organization of meetings, maintenance of records, coordination of correspondence, and continuity of routine board operations.

Typical Responsibilities May Include:

- coordinating board meeting schedules and logistics,
- preparing and distributing agendas, minutes, and meeting materials,
- maintaining board correspondence and contact records,
- processing board member remuneration and expense claims,
- maintaining governance records, files, and routine document retention,
- coordinating conference registrations, travel arrangements, and training logistics,
- posting approved materials to the board website or portal,
- tracking routine deadlines and administrative commitments,
- responding to routine inquiries and redirecting matters as required.

Typical Qualifications / Experience:

- administrative coordination experience,

- strong organizational and records management skills,
- proficiency in document preparation and meeting administration,
- ability to work independently and maintain confidentiality,
- familiarity with governance or municipal committee environments considered an asset.

Template B - Level 2 Governance Administrator

Position Summary The Board Administrator is responsible for providing administrative, governance coordination, and continuity support to the Board to assist in the effective discharge of its legislative and organizational responsibilities.

In addition to routine board administration, the role includes active coordination of annual board work, governance deadlines, member orientation, policy review processes, and liaison support between the Board, the Chair, and police leadership.

Typical Responsibilities May Include:

- all Level 1 administrative support functions,
- tracking annual governance cycle responsibilities and board commitments,
- coordinating orientation and onboarding for new board members,
- supporting review and maintenance of board policies and by-laws,
- coordinating conference attendance, education and development activities,
- preparing routine governance correspondence and member communications,
- liaising regularly with the Chair, Chief, or Detachment Commander regarding board business,
- maintaining action item tracking and follow-up on board decisions,
- assisting with planning calendars, evaluations, and recurring governance processes.

Typical Qualifications / Experience:

- demonstrated experience in governance administration, municipal administration, committee administration, or related public sector support,
- strong writing, coordination, and project tracking skills,
- understanding of legislative or governance obligations,
- strong independent judgment and discretion,
- ability to coordinate multiple stakeholders and recurring deadlines.

Template C - Level 3 Senior Board Administrator / Governance Officer

Position Summary The Senior Board Administrator / Governance Officer is responsible for providing advanced governance, administrative, project coordination, and advisory support to the Board in order to strengthen continuity, accountability, transparency, and strategic oversight.

This role functions as both the operational coordinator of board business and a senior governance resource supporting board planning, policy development, project implementation, and issue management.

Typical Responsibilities May Include:

- all Level 1 and Level 2 support functions,
- supporting strategic planning and annual board priority setting,
- coordinating board evaluations, Chief or Detachment Commander evaluations, and governance review processes,
- conducting governance research and preparing advisory reports or briefing materials,
- coordinating major board projects and implementation activities,
- identifying governance continuity issues, policy gaps, or records risks,
- supporting governance budget development and tracking,
- coordinating responses to media, public, municipal, or government inquiries as directed,
- maintaining advanced transparency, website, and public accountability practices,
- serving as a senior liaison with key internal and external stakeholders.

Typical Qualifications / Experience:

- demonstrated senior administrative or governance coordination experience,
- strong project management, writing, and analytical skills,
- understanding of police governance, public accountability, or public sector board operations,
- ability to work with significant independence and strategic judgment,
- demonstrated capacity to manage sensitive information, multiple priorities, and complex board support requirements.

Optional Local Customization Areas for Boards

Boards may wish to further customize the above templates by adding:

- board-specific reporting relationships,
- expected weekly hours or flexible work expectations,
- committee support responsibilities,

- financial administration duties,
- website/public posting obligations,
- municipal liaison duties,
- local action plan or strategic planning support,
- public communication responsibilities,
- travel expectations,
- compensation and benefit language.

Part 6: Determining the Appropriate Level of Administrator Support

Before establishing compensation or posting a position, boards should first consider what level of support is actually required within their local governance environment.

Boards may wish to ask:

- How many formal board and committee meetings occur annually?
- Is the role expected to support only meeting administration, or broader governance planning and follow-up?
- Does the board require independent tracking of annual governance obligations and deadlines?
- Is there existing municipal or police service administrative assistance available?
- Will the administrator support policy review, board orientation, evaluations, or strategic planning?
- Is the role expected to manage board finances, public inquiries, or website transparency obligations?
- How much independent judgment and continuity between meetings is required?
- Is the board currently in a developmental/start-up phase requiring more intensive support?

In many cases, boards find that the complexity of the role is shaped less by the number of meetings held and more by the degree of independent governance coordination expected between meetings.

Selecting the appropriate level of administrator support first will help boards make more realistic decisions respecting both compensation and recruitment expectations.

Part 7: Quick Comparison of Administrator Support Levels

Key Consideration	Level 1 Foundational Coordinator	Level 2 Governance Administrator	Level 3 Senior Governance Officer
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Primary Focus	Clerical coordination and meeting support	Governance coordination and board continuity	Advanced governance leadership and advisory support
Typical Independence	Low to moderate	Moderate to high	High
Meeting Administration	Yes	Yes	Yes
Governance Cycle / Deadline Tracking	Limited	Yes	Yes
Policy / By-law Support	Basic file maintenance	Active coordination	Active coordination and advisory support
Board Orientation / Training Support	Limited	Yes	Yes
Evaluation / Planning Process Support	Minimal	Moderate	Significant
Project Management / Strategic Work	Minimal	Some	Significant
Public / Stakeholder Liaison	Routine only	Moderate	Significant
Governance Research / Advisory Writing	Rare	Some	Frequent
Typical Best Fit	Smaller or lower-complexity boards	Active boards with moderate governance demands	Complex boards with broader oversight expectations

Closing Note

Police Governance Ontario recognizes that board administrator roles continue to evolve across Ontario as police governance expectations mature and boards seek stronger continuity, transparency, and accountability supports.

This resource is intended to provide a practical starting point for boards assessing their administrative support needs today, while also encouraging thoughtful consideration of the governance capacity they may require moving forward.

OPP Detachment Board Start-Up Checklist

Consideration	Details	Status
Recruiting and Appointing Members of the Board	<ul style="list-style-type: none"> • Composition of the OPP Detachment Boards is covered in O. Reg. 135/24 • Ensure compliance to eligibility criteria in CSPA • Ensure diverse representation from the community, including marginalized groups. • Consider a skills matrix that helps identify areas of expertise of board members and gaps when recruiting. • Appointment of board members requires the Oath and acknowledgement of the Code of Conduct • All board members require Criminal Record Check 	
Training and Orientation	<ul style="list-style-type: none"> • Training is provided by Ontario Police College (OPC) • Four modules of mandatory training are required for all board members • Module 1 – Roles and Responsibilities training is required prior to sitting on the board. • The remaining 3 modules (thematic training) completion is required within 6 months of appointment • Board Administrative staff may want to consider a method to record individual login credentials and completion status matrix to aid in compliance • Using approved application, all participants and contact details will be sent to OPC Registrars Office opc.registrar@ontario.ca • All participants will be given individual login credentials 	
Operational Guidelines	<p>Develop and implement clear operational guidelines and policies:</p> <ol style="list-style-type: none"> 1. Term of Reference (multi community detachment boards) 2. Meeting notice, frequency & location 3. Internet (webpage) location for posting of board meeting schedule and minutes, complaints link, policies and bylaws and all other requirements within the CSPA 4. Review any need for a board name change, develop a by law for the name change difference from O. Reg. 135/24 5. Develop policies, protocols and bylaws 6. Develop process for Detachment Commander feedback for recruitment and 	

OPP Detachment Board Start-Up Checklist

	annual evaluation as part of your policies and bylaw development	
Funding and Budget	<p>Secure funding and establish a budget for the board operations.</p> <ul style="list-style-type: none"> • OPP operational estimates are sent directly to municipalities within the detachment • Consider as part of the term of reference is apportioning of the board budget between multi-municipality detachments is required. • Consider costs for ongoing board development, conferences, training, public engagement meetings, travel, accommodation and per diem • Internet costs, server, IT support etc. • Indemnification insurance costs • Incidentals for meeting requirements and office supplies • Cost of board equipment (computer, printer, etc) • Board requirements for administration support costs • Board advertising costs for community and provincial rep positions and public notices 	
Remuneration of Board Members	<ol style="list-style-type: none"> 1. Remuneration is not a part of the boards budget 2. Per the CSPA, remuneration for Provincial Appointees is required 3. Determine whether other board members will require remuneration and details and criteria for requirement 	
Collaboration with OPP	<p>Establish a strong working relationship with the Ontario Provincial Police Detachment Commander</p> <ul style="list-style-type: none"> • Clear understanding of OPP Commissioner Strategic Plan, diversity plan and any other relevant information for adequate & effective policing • Understand the Local Action Plan & Process • Determine whether public outreach is required • Understand the Performance Metrics to evaluate Local Action Plan and detachment's effectiveness • Review the annual report process and whether the board will also give an annual board update; determine the reporting 	

OPP Detachment Board Start-Up Checklist

	process and expectations for reporting for all municipalities in the detachment area	
Transparency and Accountability	Ensure all actions and decisions are transparent and Board members are held accountable.	
Ongoing Board Development	Develop mechanisms for resolving conflicts within the Board and with the community. Determine other training and skill development required for board members and plans to increase board member competency	
Documentation	Maintain thorough documentation of meetings, decisions, and policies. Determine location and process to post on internet Consider developing a document retention plan and change management plan	

Detachment Board Activation Roadmap

From Appointment to Action under the Community Safety and Policing Act, 2019

Stage 1: Formation and Readiness – Getting Seated

Goal: Make sure the board is legally recognized and ready to operate.

Approximate timing: Within the first month after appointments.

Key Actions:

- Confirm that all board members have been officially appointed and meet the eligibility criteria set out in Ontario Regulation 135/24.
- Each board member must take the **Oath of Office** and complete a **Criminal Record Check**.
- Register each member for the mandatory **training provided by the Ontario Police College**.
- Keep a record of who has registered and completed each training module.
- Designate an **administrative contact person** (such as a municipal clerk or board secretary) to handle correspondence and record-keeping.
- Elect chair, vice-chair and treasurer or any other relevant positions required by the CSPA or operating procedures.

Deliverables:

- Recorded Oaths and record check confirmations
- Training registration log
- Contact list of all board members (sent to OAPSB for database)

Milestone: The board is formally established and recognized as compliant.

Stage 2: Organization and Structure – Getting Organized

Goal: Build a functional structure and establish good habits for how the board operates.

Approximate timing: Month 2 to 3.

Key Actions:

- Approve a **Terms of Reference** that defines how the board will operate, how the participating municipalities will support the board, especially for boards that include more than one municipality.
- Set a regular **meeting schedule** and identify how meetings will be publicized.
- Secure **insurance coverage** for the board.
- Develop policies for handling board **budgets, expenses, and reimbursements**.
- Create a **webpage** or online section where meeting notices, minutes, and board policies, local action plans, etc. will be posted for public transparency as required by the CSPA.

Deliverables:

- Approved Terms of Reference

- Annual meeting calendar
- Budget and cost-sharing plan
- Online posting framework

Milestone: The board has structure, visibility, and operational rhythm.

Stage 3: Strategic Focus – Getting Direction

Goal: Move from organizing to influencing priorities and understanding your role in policing oversight.

Approximate timing: Month 3 to 6.

Key Actions:

- Meet with the **Detachment Commander** to discuss local policing priorities.
- Review the **provincial policing strategy** and your local Community Safety and Well-Being Plan to make sure your work aligns with both.
- Agree on what kind of **reports** the board will receive from the Detachment Commander and how often.
- Review the **Local Action Plans** that outline community priorities; understand the local action planning process, cycle and obligations for review and feedback from the board.

Deliverables:

- Draft list of board and community priorities
- Documented expectations for Commander reports
- Local Action Plan notes

Milestone: The board starts shaping direction rather than reacting to it.

Stage 4: Governance in Action – Getting Accountable

Goal: Put your oversight responsibilities into practice.

Approximate timing: Month 6 to 9.

Key Actions:

- Develop a **process to evaluate the performance of the Detachment Commander** each year.
- Create clear policies for **records management, access to information, and complaints**.
- Review or develop minimum policies recommended under the CSPA and any local or best practice policies relevant for how your board operates.

OPP Detachment Board Start-Up Checklist

- Hold your **first community update or public meeting** to demonstrate transparency.
- Participate in **regional board meetings (zone meetings) or training sessions** to learn from others.

Deliverables:

- Evaluation tools and templates
- Approved policies
- Community update summary

Milestone: The board is active, transparent, and credible.

Stage 5: Continuous Improvement – Getting Better

Goal: Strengthen performance and maintain good governance over time.

Approximate timing: Ongoing.

Key Actions:

- Conduct an **annual self-assessment** of board performance.
- Identify areas where more training or skill development is needed.
- Plan for orientation and **succession** to ensure ongoing knowledge among members.
- Maintain regular communication with the Detachment Commander and local municipal councils and community safety and well-being partners.
- Update policies and practices as laws or local needs change.

Deliverables:

- Annual self-assessment report
- Updated policies and training plan
- Annual report (due by June 30 each year)

Milestone: The board is effective, consistent, and continually improving.

Detachment Commander Performance Management Framework

Part I – Governance Resource Guide

1. Purpose

This framework provides guidance to OPP Detachment Boards for completing an annual, consistent, and legislatively compliant performance evaluation of the Detachment Commander. It ensures that Boards meet their responsibilities under the Community Safety and Policing Act, 2019 and Ontario Regulation 135/24. The framework supports accountability, transparency, and strong community safety outcomes through effective leadership oversight.

2. Policy Statement

Detachment Boards are responsible for monitoring and evaluating the delivery of policing services within their jurisdictions. Under sections 68 to 70 of the Community Safety and Policing Act, 2019, Boards shall monitor service performance, participate in setting detachment objectives, and provide advice to the Commissioner through the Regional Superintendent. Evaluating the Detachment Commander is an essential part of meeting these responsibilities.

The annual performance evaluation demonstrates the Board's commitment to evidence-based governance, links detachment leadership to measurable community priorities, and promotes professional growth and leadership continuity.

Board structures and capacities vary. To ensure flexibility while maintaining compliance:

- Boards may establish a Detachment Commander Evaluation Committee.
- Smaller Boards may opt to complete the responsibility as a full Board.
- Detachments that have more than one Board may decide to form a committee composed of members from all Boards and consolidate their efforts into one performance evaluation.

Regardless of structure, the statutory obligation to evaluate remains with the Board as a whole.

3. Legislative and Regulatory Alignment

This framework aligns with:

- Community Safety and Policing Act, 2019, Section 44, which authorizes closed meetings for personal or employment-related matters.
- Community Safety and Policing Act, 2019, Sections 68 to 70, which outline the duties of Detachment Boards to monitor, evaluate, and provide feedback.
- Ontario Regulation 135/24, which sets the composition, operation, and cooperation requirements for Detachment Boards.

Boards shall document and retain evidence that demonstrates compliance with these provisions. Failure to conduct or submit an evaluation may constitute a governance deficiency subject to review by the Inspectorate of Policing.

Historical Note. Before the CSPA, Board participation in Detachment Commander evaluations was inconsistent. The Act now makes this a required governance function. This is being created to establish a framework to set clear expectations, clarify roles, and address gaps that have existed in the past.

4. Scope and Application

This framework applies to all OPP Detachment Boards established under the Community Safety and Policing Act, 2019. It covers the annual evaluation cycle from January through December and the submission of the finalized evaluation to the Regional Superintendent by January 31 of the following year.

Boards shall use the official OPP Performance Feedback Form and maintain complete records of the process. Boards may adapt their internal procedures to suit local needs, provided that they continue to meet the minimum compliance requirements and timelines.

Where more than one Board serves a detachment, joint participation in the evaluation process is encouraged as a best practice, though not required. Each Board remains accountable for its own evaluation and submission.

5. Roles and Responsibilities

Full Board: Confirms the annual evaluation cycle, approves the committee or advisory group, reviews and adopts the final evaluation, and records public motions acknowledging approval and submission.

Human Resources Committee: Leads the evaluation process on behalf of the Board, gathers feedback, meets with the Detachment Commander, and drafts and recommends the evaluation for approval.

Detachment Commander: Provides reports, self-assessment, and supporting information. Participates in review meetings and signs the final evaluation to acknowledge receipt.

Board Administrator or Committee Administrator or Secretary: Coordinates meetings and documentation, records all resolutions and minutes, and ensures secure storage and timely submission.

Regional Superintendent: Receives evaluations, confirms receipt, and supports follow-up where appropriate.

All Boards shall maintain written records of decisions, motions, and submissions as part of their governance file.

6. Annual Performance Management Cycle

January through December

The evaluation cycle follows the calendar year. January is both the closing month for the previous year's evaluation and the start of the new year's cycle. This overlapping structure supports continuity and effective planning.

Stage 1. January –Kickoff

Purpose: Develop the Key Performance Indicators that will provide the foundation of the evaluation and oversight plan in consultation with your Detachment Commander.

Actions for the new year.

1. Confirm the membership and mandate of the committee if applicable.
2. Boards shall establish priorities for the evaluation based on the Detachment Action Plan and community engagement initiatives. These priorities should be reviewed and confirmed with the Detachment Commander to ensure they are relevant and achievable.
3. Set dates for the mid-year check-in and the year-end evidence review.

Compliance Reference. Community Safety and Policing Act, 2019, Sections 44 and 68 to 70.

Stage 2. February to March – Baseline and Evidence Build

Establish baseline and confirm priorities for the current year in consultation with Detachment Commander.

Note: Through the entire calendar year, the Board/Committee collect data for evaluation through relevant oversight opportunities throughout the calendar for the year.

Stage 3. April to June – Mid-Year Review

Boards should hold a structured mid-year discussion with the Detachment Commander. This meeting confirms progress on the Action Plan, identifies challenges, and notes any resource or community issues. Comments or requests for clarification must be recorded without directing day-to-day operations.

Stage 4. September to October – Pre-Evaluation Preparation

Boards shall prepare for the year-end review. Tasks include compiling evidence, requesting the Commander's self-assessment (may be provided in writing or as a verbal

report) by mid-November, scheduling the December evidence review, and preparing open and closed session motions for January approval.

Stage 5. December – Evidence Lock and Drafting

The Board locks the evidence record on December 31. The HR Committee or full Board drafts the evaluation using objective and professional language supported by facts and performance data. Comments shall relate to outcomes, leadership, and collaboration consistent with the Board's governance role.

Stage 6. January (Following Year) – Approval and Submission

The Board conducts its closed-session review, returns to open session to record approval, obtains signatures, and submits the evaluation by January 31. A copy of the submission and proof of receipt shall be kept in the governance record.

Sample Motion.

"That the [Board Name] acknowledges receipt of the finalized Detachment Commander Performance Evaluation for calendar year [Year] and approves its submission to the OPP Regional Superintendent."

Actions:

1. Compile evidence for the period of January to December including kick off meeting, mid-year review the Detachment Commander's self assessment and engagement opportunities with the Detachment Commander.
2. The Committee, or full Board completes the evaluation using the official form provided by the Ontario Provincial Police.
3. The Board reviews the draft in a closed session with the Detachment Commander after passing a public resolution stating the general nature of the discussion.
4. The Detachment Commander provides their final comments on the evaluation prior to finalizing for signatures.
5. Obtain signatures from the Detachment Commander and Board representative.
6. Return to open session to approve the evaluation and authorize submission.
7. Submit the evaluation to the Regional Superintendent by January 31.

Stage 7. February – Post-Cycle Debrief and Continuous Improvement

Boards should complete a brief debrief to identify lessons learned and note any improvements for the next cycle. Minutes from closed sessions shall be approved at the next closed meeting and retained in accordance with the Board's record retention policy.

7. Governance Maturity and Cultural Shift

The success of this framework depends on culture as much as compliance. Boards and the OPP are transitioning from a discretionary approach to a mandatory standard of transparent governance. We recognize that frequent changes in detachment leadership and legacy practices have caused inconsistency, but the *Community Safety and Policing Act, 2019* provides a clear foundation for improvement. Boards that use this framework consistently will build credibility with their communities, strengthen accountability, and advance police governance across Ontario.

Part II – Template Policy and By-law

OPP Detachment Commander Performance Evaluation Policy

1. Purpose

The purpose of this policy is to establish a consistent, transparent, and legislatively compliant process for the annual performance evaluation of the OPP Detachment Commander. This policy supports the Board's duties under the *Community Safety and Policing Act, 2019* and *O. Reg. 135/24* to monitor, evaluate, and report on the delivery of policing services.

2. Authority

This policy is adopted under the authority of:

- Sections 68 to 70 of the *Community Safety and Policing Act, 2019*
- Section 44 of the Act respecting closed (in-camera) meetings
- Ontario Regulation 135/24 (*Detachment Boards and Advisory Councils*)

These provisions require Detachment Boards to monitor and evaluate police-service performance and to conduct their meetings and records in accordance with the Act and regulation.

3. Scope

This policy applies to all members of the [Board Name] Detachment Board and to any committee designated to carry out the evaluation on behalf of the Board. It covers the annual evaluation cycle from January through December and the submission of the finalized evaluation to the Regional Superintendent by January 31 of the following year.

4. Definitions

Act means the *Community Safety and Policing Act, 2019*.

Board means the [Board Name] Detachment Board established under the Act.

Detachment Commander (DC) means the OPP officer appointed by the Commissioner to command the detachment serving the Board's jurisdiction.

Evaluation Cycle means the twelve-month period from January to December used for assessing the Detachment Commander's performance.

Committee means a group appointed by the Board to prepare and coordinate the evaluation process, composed of a majority of Board members.

Inspectorate of Policing (IoP) means the provincial entity responsible for oversight and compliance under the Act.

5. Policy Statement

The Board shall monitor and evaluate the performance of the Detachment Commander each calendar year.

The Board shall complete this process in accordance with the timelines and standards set out in this policy and the Detachment Commander Performance Management Framework.

The Board may delegate the preparatory work to a committee or advisory group but remains collectively responsible for the final approval and submission.

The Board shall ensure that a majority of members of any committee are Board members.

This policy is intended to advance accountability and transparency in police governance and to support leadership excellence within the Ontario Provincial Police.

6. Annual Evaluation Cycle

Time Period	Stage	Purpose	Key Actions	Compliance Reference
January	Closeout and Kickoff	Finalize the prior year's evaluation and begin the new year's oversight plan.	<ul style="list-style-type: none">• Compile evidence for the previous year.• Draft and review the evaluation in closed session.• Approve and submit to the Regional Superintendent by January 31.• Confirm committee or advisory group for the new year.• Approve oversight calendar and set evaluation milestones.	CSPA s. 44 and s. 68–70
February – March	Baseline and Evidence Build	Establish baseline and confirm priorities	<ul style="list-style-type: none">• Receive Detachment Commander baseline report.	CSPA s. 69 (Board monitoring duties)

Time Period	Stage	Purpose	Key Actions	Compliance Reference
		for the current year.	<ul style="list-style-type: none"> • Confirm evaluation measures and evidence sources. • Update evaluation file and documentation index. 	
April – June	Mid-Year Review	Assess progress and address emerging issues.	<ul style="list-style-type: none"> • Hold structured discussion with the Detachment Commander. • Review progress against the Action Plan. • Record notes and follow-up actions in governance file. 	CSPA s. 68 and O. Reg. 135/24
September – October	Pre-Evaluation Preparation	Prepare for year-end evaluation and ensure readiness.	<ul style="list-style-type: none"> • Compile evidence and identify gaps. • Request Commander self-assessment by mid-November. • Schedule December evidence reviews and January approval meeting. 	CSPA s. 44 (closed sessions)
December	Evidence Lock and Drafting	Capture the full year's record and prepare draft evaluation.	<ul style="list-style-type: none"> • Lock evidence on December 31. • Draft evaluation using verified data and professional language. • Ensure alignment with Board governance role. 	CSPA s. 68–70
January (Following Year)	Approval and Submission	Complete formal approval and submit the finalized evaluation.	<ul style="list-style-type: none"> • Conduct closed-session review. • Return to open session to record approval motion. • Obtain signatures and submit by January 31. 	CSPA s. 44 and s. 68 (duty to report)
February	Post-Cycle Debrief and Continuous Improvement	Close administrative records and improve governance practices.	<ul style="list-style-type: none"> • Approve in-camera minutes at next closed session. • Record lessons learned and update procedures. • Link insights to Board education and planning. 	Records Retention By-law and O. Reg. 135/24

7. Records and Confidentiality

The Board shall maintain accurate records of all motions, resolutions, and minutes related to this process.

Closed-session minutes shall be stored separately from public minutes and approved at the next closed meeting.

Completed evaluations shall be retained in accordance with the Board's records retention policy and applicable municipal legislation.

No person shall disclose evaluation content or discussion details except as authorized by the Board or required by law.

8. Reporting and Submission

The Board shall submit the finalized evaluation to the Regional Superintendent by January 31 each year and retain proof of submission.

The Board may include a summary of this process in its annual governance report to demonstrate compliance and transparency.

9. Review and Continuous Improvement

The Board shall review this policy at least once every three years or sooner if the Community Safety and Policing Act or related regulations are amended.

After each evaluation cycle, the Board should conduct a brief debrief session to identify process improvements and training needs.

10. Effective Date

This policy takes effect upon approval by the Board and remains in force until amended or repealed.

Part III – Tools and Appendices

Detachment Commander Performance Evaluation Toolkit

Appendix A – Annual Evaluation Checklist

Step	Action	Responsible Party	Target Completion	Status / Notes
1	Confirm annual cycle, committee or advisory group membership, and meeting schedule	Full Board	January	

Step	Action	Responsible Party	Target Completion	Status / Notes
2	Approve oversight calendar and evaluation milestones	Full Board	January	
3	Compile prior year evidence and draft evaluation	Full Board/ Committee	January	
4	Review draft evaluation in closed session and approve submission in open session	Full Board	By January 31	
5	Submit finalized evaluation to Regional Superintendent and retain confirmation	Chair / Administrator	By January 31	
6	Establish baseline report and confirm current year measures	Detachment Commander and Board/Committee	February–March	
7	Hold structured mid-year review meeting	Board and Detachment Commander	April–June	
8	Compile year-end evidence and request self-assessment	Full Board/ Committee	September–November	
9	Lock evidence and draft final evaluation	Full Board/ Committee	December 31	
10	Conduct post-cycle debrief and update records	Full Board	February	

Appendix B – Board Member Feedback Worksheet

Each Board member completes this worksheet confidentially and returns it to the Committee or Board designate before the drafting stage.

Instructions:

Provide comments based on the Board’s oversight role, using information from meeting reports, action-plan updates, and community feedback. Avoid operational detail or personal opinion.

1. Legislated Duties

How effectively has the Detachment Commander fulfilled legislated responsibilities under the CSPA?

Duty (per CSPA s. 68–70)

Board Member Comments

Provided required reports on policing services
Consulted with the Board to set detachment objectives
Followed Board direction related to local policies
Developed and reported on local action plan objectives

2. Service Delivery

Evaluate overall effectiveness in key policing functions.

Function

Board Member Comments

Crime prevention
Law enforcement and investigations
Maintaining public peace
Emergency response readiness
Victim assistance and community support

3. Leadership and Communication

Focus Area

Board Member Comments

Engagement with the Board and community
Responsiveness and follow-through on Board requests
Professional conduct and leadership example
Collaboration with other detachments and agencies

4. Development and Recognition

Prompt

Board Member Response

Examples of excellence this year
Opportunities for growth or professional development
Other observations or recommendations

Appendix C – Detachment Commander Self-Assessment Template

The Detachment Commander may complete a brief self-assessment each year to support transparency and mutual accountability.

Suggested Structure:

1. Summary of key achievements for the review year
2. Progress on Action Plan commitments and measurable outcomes
3. Community engagement and collaboration initiatives
4. Operational challenges or barriers encountered
5. Lessons learned and areas identified for development
6. Objectives for the coming year

Appendix D – Sample Motions and Resolutions

1. Entering Closed Session

Motion:

“That the [Board Name] move into a closed session to discuss the draft Detachment Commander Performance Evaluation for calendar year [Year], as it relates to personal matters about an identifiable individual, in accordance with Section 44 of the Community Safety and Policing Act, 2019.”

2. Returning to Open Session

Motion:

“That the Board rise from the closed session and report that the draft Detachment Commander Performance Evaluation was reviewed and that direction was provided to finalize the document for approval.”

3. Approval of Final Evaluation

Motion:

“That the [Board Name] acknowledges receipt of the finalized Detachment Commander Performance Evaluation for calendar year [Year] and approves its submission to the OPP Regional Superintendent.”

4. Acknowledging Submission

Motion:

“That the Chair be authorized to sign and submit the finalized Detachment Commander Performance Evaluation to the Regional Superintendent on behalf of the Board.”

Appendix E – Submission Email Template

Subject: Submission – Detachment Commander Performance Evaluation [Year] – [Board Name]

To: [Regional Superintendent Email Address]

Body:

Please find attached the finalized Detachment Commander Performance Evaluation for [Year], as approved by the [Board Name] on [Date].

This submission reflects the input of the full Board and has been completed in accordance with the Community Safety and Policing Act, 2019 and the OPP Detachment Commander Performance Management Framework.

Please confirm receipt. Should you require further information, contact [Board Chair or Administrator Name] at [email address] or [phone number].

Sincerely,
[Name]
[Title]
[Board Name]

Appendix F – Annual Compliance Log

Boards may use this log to demonstrate completion of each required step in the evaluation cycle.

Requirement	Yes / No	Evidence / File Reference	Comments
Evaluation cycle confirmed and calendar approved			
Committee or advisory group established (if applicable)			
Mid-year review conducted			
Year-end evidence compiled			
Closed-session resolutions recorded			
Evaluation approved in open session			
Submission sent to Regional Superintendent			
Proof of submission retained			
Post-cycle debriefs completed			

Appendix G – Good Governance Reminders

1. The evaluation process is a statutory responsibility, not a courtesy.

2. Boards are encouraged to approach performance management as a learning process for both the Board and the Detachment Commander.
3. The process shall remain professional, fact-based, and consistent from year to year.
4. Participation in this process is a hallmark of governance maturity and Inspectorate readiness.
5. The framework should be reviewed annually to ensure it remains aligned with CSPA obligations and evolving best practices.

Ontario
Provincial
Police

Police
provinciale
de l'Ontario



East Region Headquarters
Quartier Général de la Région Est

525 Queen St
P.O. Box 2020
Smiths Falls ON
K7A 5K8
Tel: (613) 285-2700

525 rue Queen
c.p. 2020
Smiths Falls ON
K7A 5K8
Fax: (613) 285-2797

April 21, 2026

Dear Chair Shaver,

I am following up further to the information that was shared by your Detachment Commander about the upcoming OPP East Region Governance and Leadership Session. I hope the date is already noted in your calendar and I know many of you may have already confirmed your attendance. I wanted to follow up on behalf of myself and East Region Command to provide a bit more detail on what you can expect on that day.

The session will take place at East Region Headquarters, 525 Queen Street, Smiths Falls, Ontario, on Friday, May 22, 2026, from 10:00am to 3:00pm.

The day will bring together East Region Police Services Board Chairs, Detachment Commanders, and East Region Command for open and meaningful discussion focused on governance, leadership, and our shared service to communities across the region. We will be joined by representatives and subject matter experts from across the OPP who will speak to the organization's strategic direction, municipal policing and service delivery, government grant supports, and emergency and integrated response.

We are also pleased that Lisa Darling, Executive Director of the Ontario Association of Police Services Boards, will be joining us. Additional details will be shared closer to the date.

Thank you to those who have already indicated their availability. This correspondence is intended as a formal follow up and an opportunity to express how much we value your participation. We are very much looking forward to welcoming you and spending the day together.

Yours sincerely,

A handwritten signature in black ink that reads "Lisa D. Wilhelm". The signature is written in a cursive, flowing style.

Lisa Wilhelm
Chief Superintendent
East Region, Field Operations
Ontario Provincial Police
Cell: 613-430-9145
Email: lisa.wilhelm@opp.ca

South Grenville OPP Detachment Board Budget - Final

Total 2026 Budget	\$30,000.00
Actual	\$0.00
<hr/>	
Remaining	\$30,000.00

Member Remuneration

Item	Budget	Actual	Difference
\$150 per meeting x 4 meetings per year x 8 members	\$4,800.00	\$0.00 ✓	\$4,800.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
Total	\$4,800.00	\$0.00 ✓	\$4,800.00

Community Outreach

Item	Budget	Actual	Difference
Bursary - South Grenville District High School	\$1,000.00	\$0.00 ✓	\$1,000.00
Bursary - St. Mary	\$1,000.00	\$0.00 ✓	\$1,000.00
Remembrance Day - Wreathes x 5	\$750.00	\$0.00 ✓	\$750.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
Total	\$2,750.00	\$0.00 ✓	\$2,750.00

Public Campaigns

Item	Budget	Actual	Difference
Social Media Advertising	\$200.00	\$0.00 ✓	\$200.00
Newspaper Advertising - Beacon 1/8 page 12 months	\$1,300.00	\$0.00 ✓	\$1,300.00
Newspaper Advertising - Recorder EMC 6 times	\$3,000.00	\$0.00 ✓	\$3,000.00
			\$0.00
Total	\$4,500.00	\$0.00 ✓	\$4,500.00

Memberships and Training

Item	Budget	Actual	Difference
Ontario Association of Police Service Boards - Membership	\$3,052.80	\$0.00 ✓	\$3,052.80
OAPSB - Zone 2 Membership	\$100.00	\$0.00 ✓	\$100.00
OAPSB - Zone 2 Meetings Registration 3 meetings x 2 members	\$240.00	\$0.00 ✓	\$240.00
Travel to OAPSB Zone Meetings 3 meetings x 2 members x 750 km x \$0.70	\$755.70	\$0.00 ✓	\$755.70
OAPSB Provincial Conference Reg & Travel	\$3,000.00	\$0.00 ✓	\$3,000.00
Board Training	\$2,500.00	\$0.00 ✓	\$2,500.00
Total	\$9,648.50	\$0.00 ✓	\$9,648.50

Organizational Costs

Item	Budget	Actual	Difference
Board Insurance	\$5,700.00	\$0.00 ✓	\$5,700.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
			\$0.00
Total	\$5,700.00	\$0.00 ✓	\$5,700.00

Specific Initiatives

Item	Budget	Actual	Difference
To Be Determined	\$2,601.50	\$0.00 ✓	\$2,601.50
			\$0.00
			\$0.00
Total	\$2,601.50	\$0.00 ✓	\$2,601.50



SOUTH GRENVILLE O.P.P DETACHMENT BOARD REPORT

Staff Report: 01-2026

From: Lindsey Veltkamp, Clerk, Township of Augusta

Subject: 2026 Insurance Policy Renewal

RECOMMENDATION

That the South Grenville OPP Detachment Board receive Report 01-2026 – 2026 Insurance Rates; and

That Staff be directed to renew the policy for 2026-2027.

BACKGROUND

OPP Detachment Boards have legal and operational responsibilities. To meet those responsibilities responsibly, boards need appropriate insurance coverage. This protects the board and its members from liability related to decisions, meetings, programs, training and other official activities. Insurance helps boards operate with confidence and meet statutory governance expectations without exposing individual members to personal financial risk.

Because OPP Detachment Boards are no longer defined as local boards under the Municipal Act, they cannot automatically access municipal insurance programs that previously covered police service boards.

As a result, boards must now secure their own liability and risk protection coverage. This includes standard coverage such as:

- **Directors and Officers Liability** – protection for board members for decisions made in their official capacity.
- **Commercial General Liability** – coverage for claims arising from board activities.



- **Errors and Omissions / Professional Liability** – coverage for advice or service delivered by a board.
- **Cyber Liability** – protection for digital risks.
- **Non-Owned Auto Liability** – covers vehicles used for official activities.

In 2025, the Board obtained insurance coverage in the amount of \$5,000,000.00 through Halpenny Insurance Brokers Ltd. at a cost of \$ 5,427.00. The policy includes the provisions as outlined above and set to expire on June 19, 2026.

Given that no meeting is scheduled prior to the June expiration date, staff are looking for direction from the Board to proceed with the renewal of the insurance policy for 2026-2027.

ATTACHMENTS

None

Ontario Association of Police Services Boards
 PO Box 43058
 London RPO Highland, ON N6J 0A7
 Tel 1-800-831-7727
 E-Mail oapsb@oapsb.ca



Ontario
 Association of
 Police Services
 Boards

INVOICE 829	PO NUMBER	2026-03-31
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BILL TO

MESSAGE

Ontario Provincial Police
 Cory Briscoe
 777 Memorial Ave.
 Orillia, ON L3V 7V3

QUANTITY	DESCRIPTION	UNIT PRICE	TOTAL
1	2026 Spring Conference and AGM - Cory Briscoe - Non Member Registration	1,099.00	1,099.00
	* Non Member Early Bird Pricing - Non Member Early Bird Pricing		(100.00)

SUBTOTAL	1,099.00
SALES TAX	0.00
SHIPPING & HANDLING	0.00
TOTAL	1,099.00

PAYMENT/CREDIT/WRITE OFF/DISCOUNTS APPLIED	(100.00)
TOTAL DUE BY 2026-03-31	999.00

Thank you for your business!

CURRENT	31-60 DAYS PAST DUE	61-90 DAYS PAST DUE	OVER 90 DAYS PAST DUE	TOTAL OPEN INVOICE
3,013.87	0.00	0.00	0.00	3,013.87

[Submit payment online here](#)

Ontario Association of Police Services Boards
 PO Box 43058
 London RPO Highland, ON N6J 0A7
 Tel 1-800-831-7727
 E-Mail oapsb@oapsb.ca



Ontario
 Association of
 Police Services
 Boards

INVOICE 837	PO NUMBER	2026-03-31
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BILL TO MESSAGE

Ontario Provincial Police
 Steven Bosa
 777 Memorial Ave.
 Orillia, ON L3V 7V3

QUANTITY	DESCRIPTION	UNIT PRICE	TOTAL
1	2026 Spring Conference and AGM - Steven Bosa - Non Member Registration	1,099.00	1,099.00
	* Non Member Early Bird Pricing - Non Member Early Bird Pricing		(100.00)
	SUBTOTAL		1,099.00
	SALES TAX		0.00
	SHIPPING & HANDLING		0.00
	TOTAL		1,099.00
	PAYMENT/CREDIT/WRITE OFF/DISCOUNTS APPLIED		(100.00)
	TOTAL DUE BY 2026-03-31		999.00

Thank you for your business!

CURRENT	31-60 DAYS PAST DUE	61-90 DAYS PAST DUE	OVER 90 DAYS PAST DUE	TOTAL OPEN INVOICE
3,013.87	0.00	0.00	0.00	3,013.87

[Submit payment online here](#)



SOUTH GRENVILLE O.P.P DETACHMENT BOARD REPORT

Staff Report: 02-2026

From: Chloe Preston, Director of Administration/Clerk – Town of Prescott

Subject: Cost Reimbursement – OAPSB Zone 2 Meeting

RECOMMENDATION

That the South Grenville OPP Detachment Board approve reimbursement to the Town of Prescott in the amount of \$1,165.77 for costs incurred in hosting the Ontario Association of Police Service Board (OAPSB) Zone 2 Meeting on behalf of the South Grenville OPP Detachment Board.

BACKGROUND

The Town of Prescott hosted the OAPSB Zone 2 Meeting at Town Hall on April 24, 2026, on behalf of the South Grenville OPP Detachment Board, welcoming just shy of 50 participants from municipalities and police service boards across the zone. The meeting provided an opportunity for regional collaboration, networking, and discussion on matters related to community safety and policing governance.

Mayor Shaver brought greetings and opening remarks on behalf of the South Grenville OPP Detachment Board, welcoming attendees to Prescott and recognizing the importance of continued partnership and engagement across the region.

As host venue, the Town was pleased to provide the use of the Grand Room and the Ruth Evanson meeting space at Town Hall at no charge. Staff also coordinated hospitality services to ensure a welcoming and professional experience for attendees.

Hosting the Zone 2 Meeting in Prescott on behalf of the South Grenville OPP Detachment Board was a valuable opportunity to highlight the community and strengthen relationships with policing partners and neighbouring municipalities. The event was well attended and provided positive exposure for the board.



Given that the Town incurred hospitality costs while hosting the meeting in support of the Board, reimbursement of those expenses in the amount of \$1,165.77 is respectfully requested.

The total cost incurred by the Town for hosting the meeting was \$1,165.77, which included:

- Welcome refreshments
- Coffee and tea service
- Hot lunch for attendees

All food and beverage supplies were procured locally through Prescott businesses, including Your Independent Grocer and The Outpost Café, supporting the local economy while showcasing community businesses to visiting delegates.

DISCUSSION OPTIONS

The Board could choose not to reimburse the Town for costs incurred in hosting the meeting. This is not recommended as the meeting was hosted on behalf of the Board and would not coincide with historical practices.

ATTACHMENTS

- None



SOUTH GRENVILLE O.P.P DETACHMENT BOARD REPORT

Staff Report: 03-2026

From: Matthew Armstrong, Chief Administrative Officer & Treasurer, Town of Prescott

Subject: Community Safety and Well-Being Plan

RECOMMENDATION

That the South Grenville OPP Detachment Board receive the Community Safety and Well-Being Plan for information.

BACKGROUND

Every municipality in Ontario is required to have a Community Safety and Well-Being Plan in place by July 1, 2021. Municipalities in Leeds and Grenville saw this as an opportunity to collaborate by working with each other to create Community Safety and Well-Being Plans. By bringing together stakeholders and community partners, the ability to complete the plans efficiently and effectively will be enhanced. Many of the municipalities in Leeds and Grenville work with the same service providers which will significantly decrease duplication of effort by engaging them collectively.

The project started in January of 2021, which brought together representatives from a large cross section of the service providers across Leeds and Grenville. The major project milestones are outlined below.

- Milestone #1: Commitment from local governance; identification of champion; multisectoral advisory committee engaged – February
- Milestone #2: Local research and data; preliminary identification of risks areas; community assets mapped; gaps identified; risk areas confirmed; preliminary strategies identified; draft plan prepared – April
- Milestone #3: Implementation planned; strategies confirmed and prioritized; final plan prepared and adopted by municipalities in Leeds and Grenville – June

A service provider partner day was held in April with 92 people registered. 18 key stakeholder interviews were conducted, and 100 partners were surveyed to help inform the plan.



Attached to this report is the Community Safety & Well-Being Plan – United Counties of Leeds and Grenville and the Town of Prescott. This plan is being brought forward to the Board at this time to allow for review and discussion at a future meeting.

ATTACHMENTS

- Community Safety & Well-Being Plan – United Counties of Leeds and Grenville and the Town of Prescott

June 2021

Community Safety & Well-Being Plan

United Counties of Leeds and Grenville
and the Town of Prescott



Jane Torrance
Stephanie Gray



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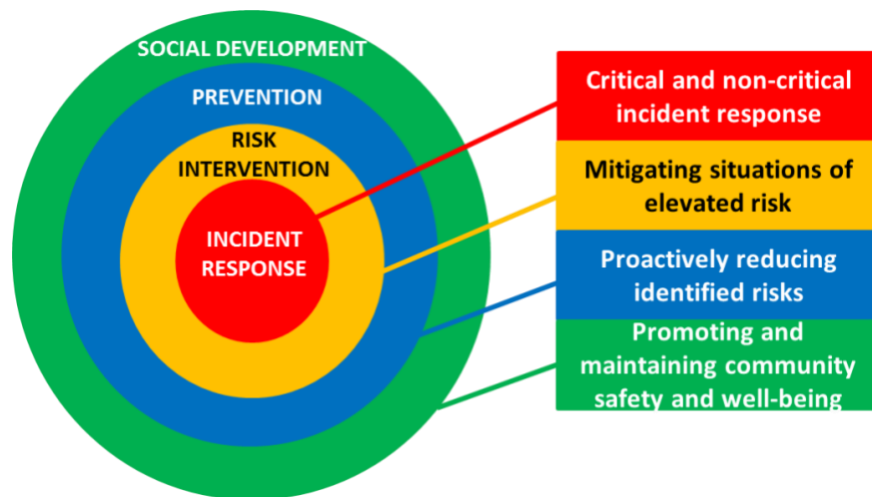
Executive Summary

The United Counties of Leeds and Grenville and the Town of Prescott have been working with their community partners to develop a Community Safety and Well-being Plan, as mandated by legislation under the *Police Services Act*. More than 150 individuals, groups, organisations and agencies have been consulted in this process.

The Ministry of Solicitor General has provided a framework to help municipalities undertaking the community safety and well-being planning process. A critical element of this framework is understanding the importance of planning in the following four areas “to ensure local plans are as efficient and effective as possible in making communities safer and healthier”:

- social development
- prevention
- risk intervention, and
- incident response

Consequently, this Community Safety and Well-being Plan will work mostly within the Social Development and Prevention rings of this diagram.



(Community Safety and Well-being Planning Framework, 2019)

Social Development

Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health (i.e., the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, etc.) and thereby reduce the probability of harm and victimization. Specifically, social development is where a wide range of sectors, agencies and organizations bring different perspectives and expertise to the table to address complex social issues, like poverty, from every angle. The key to successful social development initiatives is working together in ways that challenge conventional



assumptions about institutional boundaries and organizational culture, with the goal of ensuring that individuals, families and communities are safe, healthy, educated, and have housing, employment and social networks that they can rely on. Social development relies on planning and establishing multi-sectoral partnerships. To work effectively in this area, all sectors need to share their long-term planning and performance data, so they have a common understanding of local and systemic issues. Strategies need to be bolstered or put into place that target the root causes of these issues. Social development in action will be realized when all community members are aware of services available to them and can access those resources with ease. Knowing who to contact (community agency versus first responder) and when to contact them (emerging risk versus crisis incident) allows communities to operate in an environment where the response matches the need. Communities that invest heavily in social development by establishing protective factors through improvements in things like health, employment and graduation rates, will experience the social benefits of addressing the root causes of crime and social disorder (Community Safety and Well-being Planning Framework, 2019).

Prevention: Proactively reducing identified risks

Planning in the area of prevention involves proactively implementing evidence-based situational measures, policies or programs to reduce locally identified priority risks to community safety and well-being before they result in crime, victimization and/or harm. In this area, community members who are not specialists in “safety and well-being” may have to be enlisted depending on the priority risk, such as business owners, if the risk is retail theft, and property managers, if the risk is occurring in their building. Service providers, community agencies and organizations will need to share data and information about things like community assets, crime and disorder trends, vulnerable people and places, to identify priority risks within the community in order to plan and respond most effectively. Successful planning in this area may indicate whether people are participating more in risk-based programs, are feeling safe and less fearful, and that greater engagement makes people more confident in their own abilities to prevent harm. While planning in this area is important, municipalities, First Nations and their partners should be focusing their efforts on developing and/or enhancing strategies in the social development area to ensure that risks are mitigated before they become a priority that needs to be addressed through prevention (Community Safety and Well-being Planning Framework, 2019).

Risk Intervention is where tools such as situation tables (an intervention table that provides wraparound support for individuals at acutely elevated risk) are called into play, and Incident Response is when the police and other emergency responders get involved.

Beyond the legislative requirement, this Community Safety and Well-being Plan is an opportunity for the community to work together on a plan to enhance health and well-



being across all of Leeds and Grenville and the Town of Prescott. Many residents, community partners and organizations are already doing tremendous work to contribute to well-being, safety and a sense of belonging in Leeds, Grenville and Prescott. It is important to continue to build and strengthen partnerships across sectors, and the Community Safety and Well-being Plan is a great opportunity to accomplish shared goals.

Through the many months of consultation and development of this plan, three themed areas, and 13 priority risks have been identified as impediments to Community Safety and Well-being. Strategies have been developed to mitigate risks specific to these areas:

- **Community Development:** Collaboration of Partners; Poverty, Basic Needs and Food Security, including Income and Unemployment; Transportation; Rural Inclusion and Population-specific Risks, including Early Years, Youth, Seniors and Indigenous People
- **Population Health:** Physical Health, Mental Health, Substance Use
- **Safety:** Domestic Violence, Sexual Assault, Human Trafficking

This planning framework and approach can be embedded into the work of all partnering organisations across the county and can be used to guide future activities and inform planning and prioritization. It is dynamic and will evolve and adapt over time as response to emerging issues emerges, and innovative ways to improve systems are found.

Everyone has a role to play in community safety and well-being. The United Counties of Leeds and Grenville and the Town of Prescott, working collaboratively alongside the community, can accomplish these shared goals and keep residents safe and thriving.

We sincerely thank the many community partners who serve the entire area and have come together to develop this Community Safety and Well-Being Plan.

Stephanie Gray
Jane Torrance



1. Introduction to Community Safety and Well-being

1.1 Background

The *Police Services Act* requires that municipalities in Ontario prepare and adopt a community safety and well-being plan by July 1, 2021. The Act outlines requirements for an advisory committee, consultation and establishing priority risks. A CSWB plan must show outcomes and measurables with strategies to meet them. The framework for planning was provided by the Province.

Municipalities are required to engage with partners to develop the plan and are required to consider data from multiple sources across the broad range of issues and factors. The CSWB plan must include the following core information:

- Local priority risk factors that have been identified based on community consultations and multiple sources of data including data from Statistics Canada as well as local sector-specific information.
- Evidence-based programs and strategies to address those priority risk factors.
- Measurable outcomes with associated performance measures to ensure that the strategies are effective, and the outcomes are being achieved.

A CSWB plan identifies risks and proactively develops evidence-based strategies and programs to address local priorities related to crime and complex social issues. These strategies can then be implemented.

The vision is to work together to support and promote sustainable communities where everyone feels safe, has a sense of belonging, access to services, and where individuals and families can meet their education, health care, food, housing, income, social and cultural needs.

Developing a Community Safety and Well-Being Plan is about working together to ensure the right services get to the right people at the right time. It involves an integrated approach to service delivery by working with a wide range of agencies and organizations, and to build on the many successful efforts that contribute to a strong sense of safety and well-being in our community.

A Community Safety and Well-Being Plan is about preventive action and identifies areas to promote and maintain community safety and well-being through social development, and proactively reduces risk through prevention programs and activities.



1.2 Environmental Scan

Leeds and Grenville is located on the traditional territory of the Anishnabek, Huron-Wendat, Haudenosaunee (Iroquois), Oneida and Haudenosaunee (St. Lawrence Iroquois) peoples. This territory is covered by the Upper Canada Treaties.

The 10 member municipalities of the United Counties (Augusta, Athens, Edwardsburgh/Cardinal, Elizabethtown-Kitley, Front of Yonge, Leeds and the Thousand Islands, North Grenville, Rideau Lakes, Merrickville-Wolford and Westport) are joined by three separated towns of Brockville, Gananoque and Prescott to make up Leeds and Grenville.

Stretching from the shores of the St. Lawrence River to the banks of the Rideau Canal and including 24 inland lakes, Leeds and Grenville has a combined area of almost 3,350 square kilometres. Located in eastern Ontario between Kingston and Ottawa, and bordered by Frontenac County in the west, Lanark County and the City of Ottawa in the north, and the United Counties of Stormont, Dundas and Glengarry to the east, most of Leeds and Grenville is rural agricultural land and forests, with urban settlements located throughout.

The Town of Prescott is located on the St. Lawrence River, near Highways 401 and 416, and close to the International Bridge. The Townships of Augusta Township and Edwardsburgh-Cardinal border Prescott to the north.

The combined population of Leeds and Grenville, as counted in the 2016 census, was 100,545, a 1.2% increase from the 2011 census. The 10 member municipalities of the United Counties of Leeds and Grenville accounted for 69,815 residents, a 2% increase from the 2011 census. The population of the Town of Prescott was 4,225, a 0.7% decrease from the 2011 census.

North Grenville is the fastest growing member municipality, accounting for 9.1% of the growth, followed by Merrickville-Wolford with a gain of 7.6%. Edwardsburgh/Cardinal, Elizabethtown-Kitley, Leeds and the Thousand Islands, and Rideau Lakes also grew in this time period, while Augusta, Front of Yonge, Westport and Athens were in decline, along with Brockville and Gananoque.

This Community Safety and Well-being Plan is specific to the United Counties of Leeds and Grenville and the Town of Prescott. The Towns of Gananoque and Brockville have developed their own plan.





There is two-tier governance with the United Counties of Leeds and Grenville being the upper-tier level. Counties Council is made up of mayors from each of the member municipalities.

The Counties provides numerous services for its member communities and some to its partner municipalities. Among these are Paramedic Service, Community Paramedicine, Provincial Offences Act (POA) Administration and Court, Administration and Planning, Corporate Services, Economic Development, Public Works and Roads, Human Services (Community and Social Services – Housing, Ontario Works and Children’s Services), Integrated Program Delivery, Forestry Management and subsidized housing and long-term care homes for seniors. The Counties also operate the Leeds and Grenville Ontario Early Years Centres in Brockville, Kemptville, Prescott and Gananoque. A Joint Services Committee includes all mayors and includes the separated towns.

The Town of Prescott is governed by an elected seven-member Town Council comprised of the mayor and six councillors representing the town as a whole. Prescott is a separated town and works with the United Counties through representation on the Joint Services Committee to determine service levels, policy and budgets relating to the provision of Ontario Works, Social Housing, Child Care, Land Ambulance and the Provincial Offences Act administration.

Leeds and Grenville is served by:

- Brockville General Kingston, Kemptville District Hospital and the Perth and Smiths Falls District Hospital, as well as hospitals in Ottawa and Kingston.
- Family Health Teams located in Athens, Brockville, Gananoque and Prescott.
- Medical Clinics and Community Health Centres located in Mallorytown, Kemptville, Brockville, Portland, Landsdowne, Merrickville, Prescott, Newboro, Seeley’s Bay, Cardinal and Gananoque.
- Police services are supplied by the OPP in the United Counties. Grenville Detachment has offices in Prescott and Kemptville, and Leeds Detachment has offices in Rideau Lakes and the Thousand Islands. Brockville and Gananoque



- have municipal police services.
- Leeds Grenville Paramedic Service has six permanent stations located in Brockville (two stations), Johnstown, Kemptonville, Elgin and Gananoque.
- The United Counties is serviced by four school boards: Upper Canada District School Board, the Catholic District School Board of Eastern Ontario, the Conseil des écoles catholique du Centre-Est and the Conseil des écoles publiques de l'Est de l'Ontario)
- There are 24 public library branches located throughout Leeds and Grenville.
- The Counties' long-term care home, Maple View Lodge, is set to expand from 60 to 192 beds.
- An abundance of social and human service agencies are generally located in Brockville and throughout the counties.

1.3 Objectives

The overall purpose of the plan is to examine assets in the community, assess gaps and develop strategies to enhance the community safety and well-being for residents of the United Counties of Leeds and Grenville and the Town of Prescott.

There are many positive benefits of developing a CSWB plan, including:

- Enhanced communication and collaboration across sectors, agencies and organizations
- Effective alignment of resources and responsibilities to better address local priorities and needs
- Better understanding of local risks and vulnerable groups
- Increased awareness of and access to services for community members, including vulnerable groups
- An opportunity to keep the municipalities safe and ensure residents enjoy a high quality of life

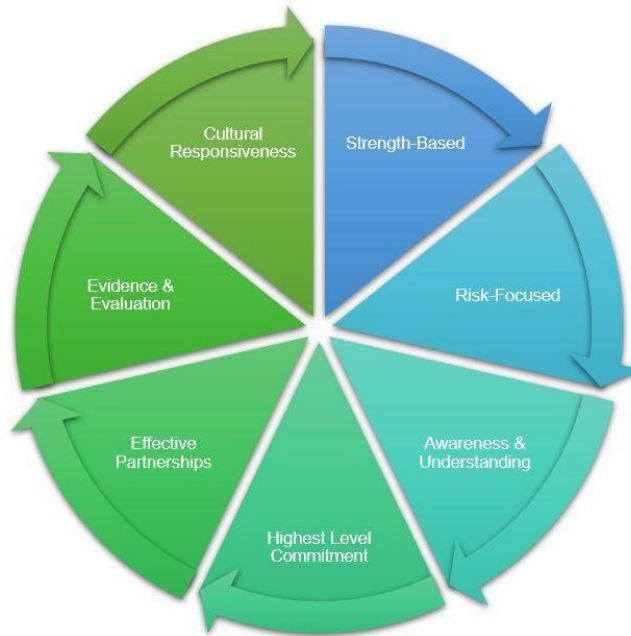
Multi-sectoral collaboration is a key factor to successful Community Safety and Well-Being planning, as it ensures an integrated approach to identifying and addressing local priorities. The Province of Ontario identifies seven critical success factors required for CSWB planning. These include:

Seven critical success factors

- Strength-Based: Leverage existing resources, programs and services in the community
- Risk-Focused: Risk-based planning rather than incident-driven
- Awareness and Understanding: Ensuring all understand the benefits of, and their role in, CSWB planning
- Highest Level Commitment: Commitment from local government, senior public officials, and leadership through multi-sectoral agencies/organizations



- Effective Partnerships: Creating meaningful, integrated partnerships across multiple sectors
- Evidence and Evaluation: Using research, data, and performance measures throughout the planning process, and working collaboratively across sectors to identify and address local priority risks to safety and well-being
- Cultural Responsiveness: Effectively collaborating with, and responding to, the needs of diverse groups of people in the community



(Community Safety and Well-being Planning Framework)

1.4 Approach and Methodology

The professional services of Jane Torrance and Stephanie Gray were retained by the United Counties of Leeds and Grenville and the Town of Prescott to facilitate, advise and guide the municipalities in establishing a structure and process to develop a community safety and well-being plan to be implemented locally. The consultants were contracted to

- Identify local champions who will gain commitment from local government; to obtain multi-sectoral buy-in, to communicate effectively with potential partners; and to engage the community
- Conduct local research to support identification of risks and to prioritize those risks
- Establish a multi-sectoral advisory committee that will map community assets and identify gaps in service for prioritized risks
- Identify strategies that can be enhanced and implemented; to write a community safety and well-being plan
- Assess, evaluate the plan, and to help form an implementation team.



Mayor Nancy Peckford (North Grenville in Leeds County) and Mayor Robin Jones (Mayor of Westport in Grenville County) are the chairs and champions of the CSWB Advisory, with administrative support from Melissa Langlais (North Grenville). The Town of Prescott is included in this Community Safety and Well-being Plan. The Town of Brockville and the Town of Gananoque have already undertaken their independent plans.

The CSWB Advisory developed terms of reference with the stated purpose being “to collaborate across sectors to build a sustainable and endorsed Community Plan for Safety and Well-being for Leeds and Grenville and the Town of Prescott that is part of risk-driven, community safety model that evolves as social needs change. The overall purpose of this plan will be to examine the assets in the community, assess gaps and develop strategies to enhance the community safety and well-being for residents of the Counties.”

Members of the cross-sectoral CSWB Advisory include a political representative from municipal government, an Indigenous representative, OPP Leeds, OPP Grenville, Police Services Board, Social Services, Upper Canada District School Board, Conseil des écoles catholiques du Centre-Est, Public Health, Rideau Community Health Services, Country Roads Community Health Centre, Children’s Mental Health, Family and Children’s Services, Mental Health Services and Addictions, Interval House, Every Kid in our Communities, United Way, Ecumenical Ministerial Liaison, Kemptville Stress Release, Kemptville Community Association, and a Westport Senior Services representative.



2. Risks to Community Safety and Well-Being

Local priority risk factors have been identified through community consultations and are demonstrated by multiple sources of data. Based on these risks, three objectives have been identified in this plan, and actions developed to be implemented in the coming years:

- **Community Development:** Collaboration of Partners; Poverty, Basic Needs and Food Security, including Income and Unemployment; Transportation; Rural Inclusion and Population-specific Risks, including Early Years, Youth, Seniors and Indigenous People
- **Population Health:** Physical Health, Mental Health, Substance Use
- **Safety:** Domestic Violence, Sexual Assault, Human Trafficking

2.1 Community Development: Collaboration of partners and rural inclusion, Poverty (Income, Unemployment, Basic Needs and Food Security,) Transportation, Housing and Homelessness, Population-specific Risks (Youth, Seniors, Indigenous Families, Specialized Support)

Objective: Community Development – sustainable and continued community and economic development; increased connection to service, support, employment opportunities and social opportunities for all residents of the United Counties of Leeds and Grenville and the Town of Prescott.

Rationale: Social connection, community and economic health, and equity.

The risks to community safety and well-being identified in this section are social determinants of health. Mitigation of the risks is social planning, and when needs are met, residents can engage in what is important to them. The core of community development is the belief that all people should have access to health, wellbeing, wealth, justice and opportunity. When all residents do well, the community thrives.

A survey of agencies conducted in Winter 2021 asked service providers to identify risks they encounter with their clients. The chart below shows risks related to community development categories.

UCLG - CSWB Plan - Agency Survey (Winter 2021)

Risks Encountered

Poverty - person living in less than adequate financial situation	80.60%
Lack of transportation affecting ability to connect to services, employment, school	80.60%
Housing/homelessness - person does not have access to or is at risk of losing appropriate housing	77.61%
Social isolation - person does not have access to family or social supports	70.15%
Basic needs - person unable or unwilling to have basic needs met	68.66%
Unsafe living conditions	65.67%
Unemployment - person temporarily or chronically unemployed	62.69%



Unemployment - caregivers temporarily or chronically unemployed	53.73%
Geographic isolation leading to victimization or self-harm	53.73%
Cultural considerations, settlement issues (new immigrants), racism	50.75%
Gender issues	49.25%
Lack of supports for elderly person(s)	43.28%
Language/communication barriers affecting ability to access services	41.79%

Poverty (Basic Needs and Food Security, Income, Unemployment)

Poverty is universally seen as the overarching social determinant of health, and removal of this barrier would allow people to access appropriate services and fully engage in the community. Poverty was indicated in the community survey as the largest risk (80.6%) to community safety and well-being.

Residents who live in poverty experience significant marginalization. Poverty includes income, employment and access to basic needs, housing and food security. The community partners in Leeds and Grenville offer some great services to help their clients, including a Volunteer Tax Clinic run by the Volunteer Centre, where volunteers complete 2,500 to 3,000 annual returns and have returned almost \$24 million back into the pockets of residents over the years, as well as a financial literacy effort including 3,400 participants to set up savings accounts, pay off credit cards and be prepared to meet significant financial pressures such as the purchase of dentures. Big Brothers Big Sisters organizes mentors who are the role model to “plant seeds of what do you want to be when you grow up.” They help their mentees envision education, employment and career opportunities, and to set a higher bar for themselves and their lives. The Health Unit offers an abundance of programs to people of low income, including Sexual Health clinics with low or no cost, a Healthy Babies effort and promoting a living wage. A “Getting Ahead” program is offered by partners (Social Services, Interval House and others), and a pilot “Wheels” program offers no-interest loans to Ontario Works clients to purchase a car for transportation to employment. A Youth in Transition worker at the Employment and Education Centre helps youth find employment and supports, and Girls Inc. combines long-lasting mentoring relationships, a pro-girl environment and research-based programming to equip girls to navigate gender, economic and social barriers to grow up healthy, educated and independent.

A Leeds and Grenville Poverty Reduction Alliance meets regularly and works collaboratively to address “the roots and impacts of poverty through a community-driven common agenda and action plan.” One of their joint efforts is the promotion of the Canada Learning Bond.

The United Counties of Leeds and Grenville provides social assistance and administers Ontario Works. There are three parts to Ontario Works:

- Financial support for your basic needs (e.g. food) and housing
- Employment support to help you get ready for, find, and maintain work
- Benefits for yourself and your family, including drug and dental coverage



The United Counties also runs a LEAP program – Learning, Earning and Parenting. “LEAP helps young parents aged 16 to 21 years old finish school and become independent. If you are 16 to 17 years old, a parent and have not finished high school, you must take part in the LEAP program. As a LEAP participant you will take part in three activities: Attend school, attend a parenting program and take part in a work-related activity” (Leeds and Grenville, Learning Earning and Parenting Program, 2021).

The United Counties of Leeds and Grenville also supports a childcare system and acts as the Children’s Municipal Service Manager to support families, children and licensed childcare programs by providing:

- Childcare fee subsidy to eligible families
- Wage enhancement to childcare providers
- Special needs resource funding to support the inclusion of all children in licensed childcare
- EarlyON Child and Family Centres

An abundance of employment service options is located in or serve Leeds and Grenville, including:

- CSE Consulting - North Grenville Employment Resource Centre in Kemptville
- CSE Consulting - South Grenville Employment Resource Centre in Prescott
- KEYS Job Centre in Elgin
- KEYS Job Centre in Gananoque
- ontrac Employment Services Centre in Smiths Falls
- Adecco Employment Services Ltd. Brockville
- Employment and Education Centre in Brockville
- Manpower Temporary Services in Brockville
- CSE Consulting – Brockville Employment Resource Centre in Brockville
- Algonquin Community Employment Services in Perth

There is incredible basic needs and food security support in Leeds and Grenville, available across the counties, including the Athens Food Bank and Crisis Fund, Country Roads Community Health Centre Good Food Box and What’s Cooking Program, the Delta Food Bank, the Elgin Food Bank and Thrift Store, the Portland Food Bank, the Rideau Community Health Services Emergency Food Cupboard and the Good Food Box program, the Salvation Army Helping Hands Good Food Box in Prescott, the Salvation Army Rideau Lakes Community Church Family and Community Services, Salvation Army Kemptville Community and Family Services, the ROLL Aid Centre Food Bank at the Seeley’s Bay Legion, Seniors Support Services (CPHC) Emergency Food Packages, the South Grenville Food Bank (Prescott, Cardinal and Spencerville), the Thousand Islands Baptist Church Food Cupboard and the Westport Food Bank

Additional supports are available in Brockville and Gananoque and in neighbouring Counties.



Income

How do we measure poverty? Maytree, a respected foundation committed to advancing systemic solutions to poverty and work on research and public policy, advocates for using the Low-Income Measure as the yardstick for measuring poverty.

Under the LIM, a household has low income if its income is substantially below the average. The LIM is calculated at 50 per cent of the national household median income. Using “equivilisation factors,” incomes are adjusted to account for the household size (because a couple would need more income than a single person to reach the same living standard, but not double) so the poverty threshold can be adjusted to fit any household composition. The LIM is the most overtly relative measure of poverty. In theory, it is a measure of inequality, not between the bottom and the top but between the bottom and the middle. With LIM, the concept of poverty is having substantially less than what is typical in society (either typical today using the variable LIM or, with the fixed LIM, what was typical in the recent past) (Maytree, 2017).

The LIM-AT, as defined by Statistics Canada, refers to a fixed percentage (50%) of median adjusted after-tax income of private households. The household after-tax income is adjusted by an equivalence scale to take economies of scale into account. This adjustment for different household sizes reflects the fact that a household’s needs increase, but at a decreasing rate, as the number of members increases. The prevalence of low income is the proportion or percentage of units that fall below the LIM-AT.

	General Population			
	Total Population	Median after tax income of all households	# in Low Income (LIM-AT)	% in Low Income (LIM-AT)
Ontario	13,448,495	62,285	1,898,975	14
Leeds and Grenville	100545	60569	12850	13
Edwardsburgh/Cardinal	7095	62405	870	12.3
Augusta	7355	69212	550	7.5
Prescott	4225	42624	1055	25.7
Elizabethtown-Kitley	9850	68873	935	10
Front of Yonge	2610	64811	280	10.9
Leeds Thousand Islands	9465	67152	815	8.7
Westport	590	45483	110	18.6
Rideau Lakes	10325	63264	1210	11.8
Athens	3010	63648	310	10.5
Merrickville-Wolford	3070	63795	325	11.1
North Grenville	16450	77279	1155	7.1
Brockville	21345	46473	4405	20.9
Gananoque	5160	49536	820	16.4

(Ottawa Social Planning Council, 2020)



The introductory data tells us that the majority of people in Leeds and Grenville (excluding Brockville and Gananoque) are, in fact, not living in poverty and are, for the most part, doing better or much better than their Ontario counterparts. The median household income for most municipalities is above the provincial median household after-tax income of \$62,285. The exceptions are the Town of Prescott, with 25.7% of the population with income below the LIM-AT, and the Town of Westport, with 18.6% of residents with income below the LIM-AT.

If we break the income down by age grouping, we start to see the age groups actually affected by poverty and we can then start to see the risks to these populations. The children and youth in Prescott and the children in Edwardsburgh/Cardinal and in Westport are at risk based on this poverty measure. Seniors are generally living above the provincial low-income measure, with the exception of Front of Yonge, with 65 senior residents living at the provincial average, and 80 senior residents in Athens living below the provincial average.

Living in Low Income Age Groups											
	Children 0-14		Children 15-19		Youth 20-24		Youth 25-29		Seniors 65 and over		
	#	%	#	%	#	%	#	%	median	#	%
Ontario	412690	18.7	132435	16.3	156025	17.4	122440	14	27149	254725	12.1
Leeds and Grenville	2370	16.9	785	13.8	610	12.2	685	15.3	29076	2270	10.3
Edwardsburgh/Cardinal	215	20.6	55	12	60	15.8	40	11	26170	150	10.6
Augusta	65	6.2	60	13.2	25	6.5	30	8.8	29936	85	5.5
Prescott	190	31.4	70	35	65	33.3	45	24.3	26041	120	11.8
Elizabethtown-Kitley	185	14.2	70	11.4	25	4.9	50	13.7	28900	185	9.8
Front of Yonge	40	11.1	10	6.3	15	14.3	10	8.7	29454	65	12.1
Leeds Thousand Islands	70	5.3	55	11.6	30	7	15	4.4	29552	170	8.2
Westport	15	23.1	0	0	0	0	0	0	29599	15	7.7
Rideau Lakes	215	17.2	55	10.7	30	6.3	55	13.4	30015	320	11.5
Athens	65	14	20	10	0	0	0	0	26254	80	12.9
Merrickville-Wolford	0	0	10	5.7	10	9.1	0	0	27706	70	10.6
North Grenville	270	10.1	25	2.5	50	6.1	70	9.7	33153	200	7.3
Brockville	850	30.6	290	25.3	255	21.4	330	29.3	28467	655	12.1
Gananoque	185	27.4	60	21.8	50	20.8	35	13.7	27560	160	13.2

(Ottawa Social Planning Council, 2020)

The Market Basket Measure (MBM) is another measure of poverty and is based on the cost of a specific basket of goods and services representing a modest, basic standard of living. It includes the costs of food, clothing, shelter, transportation and other items for a reference family. If we look at the MBM in Leeds and Grenville, specifically in families with young children, we see that 30.8% of these families in Prescott cannot afford a modest standard of living.



Low Income Measure After Tax					
	Families with children 0 to 5		Median after-tax income	Lone Parent Families	
	# families in low income (MBM)	% families in low income (MBM)		#families in low income LIM-AT	% families in low income LIM-AT
Ontario	114,675	18	50	167,940	26
Leeds and Grenville	525	14.6	46328	1200	27.9
Edwardsburgh/Cardinal	50	16.9	48384	70	25.5
Augusta	10	4	54272	50	24.4
Prescott	40	30.8	39104	105	40.4
Elizabethtown-Kitley	20	6.3	49600	70	21.2
Front of Yonge	20	17.4	51072	30	42.9
Leeds Thousand Islands	25	6.4	49920	45	14.5
Westport	0	0	48640	0	0
Rideau Lakes	25	9.4	46976	100	26.3
Athens	0	0	49152	30	25
Merrickville-Wolford	0	0	53120	10	11.1
North Grenville	85	12.8	56883	95	16.4
Brockville	195	24.5	40624	470	35.3
Gananoque	45	26.5	42005	115	35.9

(Ottawa Social Planning Council, 2020)

If we look at just lone-parent families, we can see that more than 25% in Edwardsburgh/Cardinal, Augusta, Prescott, Elizabethtown-Kitley, Front of Yonge, Rideau Lakes and Athens are living in poverty.

Child poverty and lone-parent families are the true risks to community safety and well-being.

Child poverty has a negative and long-lasting impact on a child's ability to learn, build skills, find employment and avoid poverty. It is well understood that children who experience poverty and lack of educational opportunities often grow up to become adults who experience poverty and low education levels. A lack of healthy food, health care, and a stimulating environment lowers a child's ability to learn for the rest of their lives. A child's experience during the early years of development (prenatal to 8 years of age) sets a critical foundation for their entire life course. All aspects of Early Childhood Development (ECD) - including physical, social/emotional and language/cognitive domains – strongly influence basic learning, school success, economic participation, social citizenry and health. The environments where children grow up, live and learn – with parents, caregivers, family, and teachers – have the most significant impact on their development.

Children living in poverty show almost 3.5 times the number of conduct disorders, almost twice the chronic illnesses and twice the rate of school



problems, hyperactivity and emotional disorders as children who don't experience poverty. Canadian children that live in poverty often suffer from iron deficiencies, which lead to difficulties in cognitive development. They also have such health, social and cognitive disadvantages compared to other children, that they are generally less equipped - socially, emotionally and physically - to undertake school programs. If their disadvantaged position and different day-to-day experiences are not taken into account by school education, they are unable to benefit fully from the school system. Numerous studies have consistently shown that the strongest single predictor of educational achievement and attainment is the socio-economic status of the student's family. Education - in close co-operation with health care, guidance and counseling services, and income generating activities - is pivotal in breaking the vicious cycle of poverty and social exclusion that is the reality for many families (Homeless Hub, 2021).

Unemployment

The January 2021 findings from the Local Labour Market Planning Report provides some interesting insights into the current labour supply and demand:

Labour Market Supply

- *Labour force participation of males age 45 and older is very low compared to Ontario*
- *3,580 males and 5,350 females age 45 to 64 are not in the labour force*
- *Labour force participation of males age 20 to 44 without a secondary school diploma is very low compared to Ontario*
- *Labour force participation of males age 45 and older with a university degree is very low compared to Ontario. Labour force participation of females age 45 and older with an apprenticeship certificate, college diploma or university credential is very low compared to Ontario*
- *8,455 males and 11,090 females without post-secondary education are not participating in the labour force 6,470 males and 7,940 females with post-secondary education are not participating in the labour force*

Labour Market Demand

- *9 major occupational groups experience labour force participation at 90% or lower and an unemployment rate of 0.0% indicate a high level of labour market demand.*
- *Occupations in Group 32 (wholesale trade) 41, 42 (manufacturing) 52 (finance and insurance) and 62 (healthcare) also experience a high volume of vacancies further highlighting demand.*
- *5 major occupational groups demonstrate high employee turnover with participation rates at 90% or lower and unemployment rates at 6.0% or higher*
- *Occupations in Groups 12, 40 and 75 also experience a high volume of vacancies reinforcing employer dissatisfaction with candidates and/or the need for employee*



The report also tells us that “unemployment rates have doubled since pre-COVID and the number of people on government assistance, in particular Employment Insurance (CERB included), has increased substantially” (p. 11) despite good-paying jobs available in construction and manufacturing. “Employers surveyed believe that there continues to be a labour shortage in the skilled trades. But with other jobs they believe there is a more of a mismatch of skills between what the employer wants and that of the job seeker” (p. 12).

The picture of employment in Leeds and Grenville appears to be divided – jobs in sales and service form the largest occupational grouping, but they come with the lowest wages. Higher paying jobs in the sectors of management, sciences, education and health are also a significant grouping, with an increased demand in health-care services. In the last five years, 42.5% of new job postings have been in North Grenville, which reflects the increased growth of the municipality. Transportation of the workforce is a factor in inter-municipal mobility and may be worsened by this shift in employment focus.

Strategies to Mitigate the Risk

Action	Income: Target strategies for lone-parent families.
Evaluation	<ul style="list-style-type: none"> • Increase in household income and decrease in LIM-AT.
Outcomes	<ul style="list-style-type: none"> • Communication campaign that uses social media, what supports are available, how 211 can help you navigate the service system, stigma reduction.
Steps Needed	<ul style="list-style-type: none"> • Work with Poverty Reduction Alliance. • Communication gap – what supports are available – use 211 more effectively. • More effort needed to help mobilize and empower local neighbourhoods towards a neighbourhood issue. • Reinforce importance of relationships. • All partners stress importance of Learning Bonds, an initiative currently led by Volunteer Centre – include children and youth serving partners • Use of evidence-based parenting support (Triple P); development of literacy skills; access to affordable childcare; access to affordable leisure and recreation programs; resiliency-building programs

Action	Unemployment: Community partners participate in promotion of education, trades, workforce training, retraining and employee development.
Evaluation	<ul style="list-style-type: none"> • Increase in labour force participation. • Decrease in employee turnover with matching of skills and employment.



Outcomes	<ul style="list-style-type: none"> • Residents have access to meaningful and rewarding employment. • Employment opportunities are increased to meet future employment need projections. • Full-time and fairly compensated employment increases income and health.
Steps Needed	<ul style="list-style-type: none"> • Explore and advocate for rural transportation options so people can travel for work. • Advocate for digital access and equity through Eastern Ontario Warden’s Caucus to increase access and affordability for training and projected increased work-from-home employment opportunities. • Encourage students to take up higher-paid occupations.

Transportation

Transportation was identified as a prominent risk to community safety and well-being for a variety of reasons, both from an economic development (transportation to access work) standpoint as well as a community development barrier (transportation to access service and reduce isolation). Lack of transportation was noted by more than 80% of survey respondents as a risk to community safety and well-being.

Residents of Leeds and Grenville and the Town of Prescott rely heavily on private vehicles for transportation. A scant variety and fragmented offering of transportation services do exist, independently of each other, for commuting (Allegiance Transportation Services serves commuters from Kemptonville to Ottawa); for seniors or those with cognitive impairment, or for medical transportation (CPHC serves all of Leeds and Grenville, Seniors Community Services serves North Grenville and Lanark Transportation Association serves north Leeds); and taxis, carpools, and ride share services are sometimes available. North Grenville has started to fund a system that is expensive and underutilized. Augusta will be participating in a pilot bus project involving a Brockville bus, and connection to the Brockville transit system.

Service providers have some mandate-specific transport clients. For example, Developmental Services in Leeds Grenville has a fleet of vehicles to assist with medical, appointments, and grocery runs, but this service is under-funded although cost is offset by clients. Other service providers offer rides in their personal vehicles, but this is not good practice from a liability standpoint.

We know that lack of transportation is a barrier for employment, recreational, social, educational, health, community, volunteer and service opportunities. The United Counties is currently running a pilot project to offer interest-free loans to Ontario Works clients who need to purchase a vehicle to access work. In 2014, Leeds and Grenville participated in the “Towards Coordinated Rural Transportation” study with the Rural Ontario Institute, and several models of coordinated transportation were researched. The premise of the 2014 remains the same in 2021:



Municipal governments, along with the county government of Leeds and Grenville, have a vested interest in the development of a comprehensive transit strategy and network that serves their citizens. Increasing accessibility throughout the United Counties of Leeds and Grenville would allow municipal and county services to be reached by all segments of the population (Rural Ontario Institute, 2014, p. 185).

Any solution needs to be integrated, with municipalities working with all service sectors to develop a complementary or coordinated rural service without age or issue focus. An active transportation strategy can be part of that system. Partners are keen to work on this integrated approach, and the results could positively influence community safety and well-being.

Strategies to Mitigate the Risk

Action	Transportation: Develop a coordinated inter-municipal transportation system.
Evaluation	<ul style="list-style-type: none"> • Creation of collaborative working group. • Communication of existing services. • Pilot system and record usage data and route data.
Outcomes	<ul style="list-style-type: none"> • Access to employment and training opportunities. • Social isolation is reduced. • Access to basic needs is possible. • Access to service is possible.
Steps Needed	<ul style="list-style-type: none"> • Create United Counties transportation cross-sectoral working group (plus Brockville, Gananoque and Prescott), including current providers of transportation. • Review the 2014 ROI report and update if warranted. • Enumeration and communication of existing system (private and public) for immediate access, with mandate information and pricing. • Communication of rideshare initiatives. • Advocate for system change to remove strict sector mandates that would free up existing resources for shared use (examples being exclusive funded transportation for education, health, senior). • Include active transportation as an alternative to motorized transportation in infrastructure planning. • Consider a municipal coordinated transportation model and funding sources including gas tax (municipal service) and other streams. • Look at Prescott Russell model (very recent 2021 rural creation based on best practice) and lessons learned in similar geographic area.



- Advocate with EOWC for EORN GiG project. Lobby for strong digital signal and speeds – virtual connection during the pandemic has changed the delivery of and access to employment, program and service delivery. Post-pandemic, a transportation system will still be needed, but alternate program and service delivery will help.

Housing and Homelessness

The United Counties of Leeds and Grenville is the Service Manager for Community Housing and is mandated to supply 987 units. The distributions of units by location and mandate is shown below.

Table 20: United Counties of Leeds and Grenville’s Social Housing Supply by Mandate

	Adult		Seniors		Family	
	# of Units	% of Municipalities RGI Units	# of Units	% of Municipalities RGI Units	# of Units	% of Municipalities RGI Units
Brockville	89	21.4%	152	36.6%	174	41.9%
Gananoque	50	50.5%	18	18.2%	31	31.3%
Prescott	83	54.6%	0	0.0%	69	45.4%
Athens	0	0.0%	10	100.0%	0	0.0%
Augusta	0	0.0%	0	0.0%	0	0.0%
Edwardsburgh/ Cardinal	54	100.0%	0	0.0%	0	0.0%
Elizabethtown-Kitley	0	0.0%	0	0.0%	0	0.0%
Front of Yonge	17	100.0%	0	0.0%	0	0.0%
Leeds and the Thousand	0	0.0%	16	100.0%	0	0.0%
Merrickville	40	100.0%	0	0.0%	0	0.0%
North Grenville	38	97.4%	0	0.0%	1	2.6%
Rideau Lakes	11	44.0%	0	0.0%	14	56.0%
Westport	21	100.0%	0	0.0%	0	0.0%
United Counties of Leeds and	403	45.38%	196	22.07%	289	32.55%

(Community and Social Services, 2019)

Of the community housing units, 667 are owned and operated by the Leeds and Grenville Housing Department, 70 rent-geared-to-income units are supplied by private landlords, and 250 units are owned and operated by local non-profit and co-operative housing corporations.



In addition to Community Housing, Leeds and Grenville has also invested in Affordable Housing (defined as 80% of the average market rent or approved alternate average market rent) with 11 units in Kemptville, 12 units in Delta and 2 units in Oxford Mills.

The Housing Department also offers the Home Ownership and Ontario Renovates programs, along with several Homelessness initiatives, including Emergency System Vouchers, Short-Term Stay Shelter Units with supports, After-Hours Emergency Supports, Emergency Utility Assistance, Homelessness Prevention Benefit, Homeless Response Team/Hoarding Assistance Program and Rent Smart. They have also started to fund a warming centre, in addition to a special project for John Howard Society to provide housing support for those coming out of correctional facilities.

The United Counties completed a mandated 10-Year Housing and Homelessness Plan. The goals of the plan were to maintain current affordable housing services and programs, to enhance services to reflect the changing needs of the community and to involve all stakeholders in the development and implementation of the plan.

In 2020 the *Five-Year Review* of the Housing and Homelessness Plan was completed. This is an excellent and completely thorough examination of the issue of housing and homelessness. Leeds Grenville is committed to the following priorities in the next five years:

- Community housing
- Community housing renewal
- Ongoing contributions to the housing amortization reserve
- Maintaining targets
- Continuing to diversify
- Expanding the number of Housing Allowances
- Advocating for amendments/or to eliminate the rent and utility scales
- Supporting Ontario's Community Housing Renewal Strategy
- Directing projects to the National Housing Co-Investment Fund
- Optimizing program funding to support as many people as possible in the community

In addition to the United Counties, community agencies have client-focused solutions. Connect Youth has five emergency apartments, and a Transitional Home is run by Family and Children Services.

In the survey of community partners, 77.61% saw housing and homelessness as a risk to community safety and well-being. Service providers report that they are seeing more complex family situations as people are housing together (addictions, mental health, violence) and more dangerous housing conditions. During the pandemic it is harder for kids to find housing if they are couch surfing (home-sharing).

The member municipalities are engaged in this issue. Augusta Township is connecting with landowners and developers, reviewing/updating its Official Plan/Zoning By-law/Community Improvement Plan, bringing in speakers/engaging regional partners



about enabling servicing and addressing real or perceived barriers to housing development, meeting with public and private sector stakeholders, conducting surveys about housing options/preferences, and holding public meetings to discuss planning applications for housing development proposals.

Partners say the United Counties does not manage enough housing units in the rural areas of Leeds and Grenville. If someone is impacted by a job loss, divorce or other situation in a rural area, they are expected to go into unsuitable accommodations in Brockville or possibly Prescott that will push them out of their children's school district (and thus school bus district) and very likely further from their workplace, making their bad situation worse.

Attainable Housing

It is clear that the plan is being worked on by an active and committed housing department, and that there are no quick solutions to a complex problem. What has become obvious in the research and consultation for this community safety and well-being plan is that affordable housing that is attainable for people not connected with social services is also in short supply and presents perhaps a far greater risk to a wider population.

In any community there is a wide range of household types and income levels, and affordability is relative to those situations. The province has defined, through the Provincial Policy Statement, that "housing is deemed affordable when annual accommodation costs do not exceed 30% of gross annual household income for low- and moderate-income households" (Provincial Policy Statement, 2020, p. 39).

The cost of housing has escalated across the country in past years, and particularly during the pandemic, and Leeds and Grenville is no exception. Purchase and rental costs are skyrocketing.

The table below is based on 2016 census information, and can no longer be seen as an accurate reflection, but we can see the percentage of households (both tenants and owners) spending more than 30% of their income on shelter costs.



	# private households	#not suitable households	% not suitable households	# tenant households	% tenant households spending 30% or more of income on shelter costs	# of owner households	% owner households spending 30% or more of income on shelter costs	# households spending 6% or more on fuel/ electricity	% households spending 6% or more on fuel/ electricity
Ontario	5,169,175	311,005	6	1,554,940	46	3,557,485	20	1,138,065	22
Leeds and Grenville	42,750	985	2	9,380	49	32,500	16	17,215	41
Edwardsburgh/Cardinal	2920	85	2.9	520	48.1	2310	15.6	1395	49.3
Augusta	2910	75	2.6	255	30	2575	12.3	1340	47.5
Prescott	2015	40	2	890	53.1	1130	16.8	845	41.9
Elizabethtown-Kitley	3740	70	1.9	350	47.9	3220	14.5	1675	47
Front of Yonge	1055	15	1.4	80	52.9	955	13.2	585	56.5
Leeds Thousand Islands	3860	90	2.3	395	38	3315	16.2	1940	52.4
Westport	300	10	3.3	95	27.8	205	21.4	180	60
Rideau Lakes	4420	100	2.3	380	48	3905	18.2	2270	53
Athens	1185	15	1.3	140	33.3	1010	13.9	560	48.9
Merrickville-Wolford	1230	40	3.3	185	43.2	1005	22.5	535	45
North Grenville	6440	95	1.5	820	41.2	5485	15.3	2270	36.1
Brockville	10265	300	2.9	4420	52.4	5850	14.9	2815	27.5
Gananoque	2405	60	2.5	865	46.8	1540	19.5	810	33.7

(Ottawa Social Planning Council, 2020)

Input from Municipal Planners (5 Year Review)

Municipal planners in Leeds and Grenville met to provide input into the Housing and Homelessness Plan Five-Year update. Each municipality in Leeds and Grenville has wording in their official plans regarding “affordable housing”; however, the Planners indicated there is no standard definition of affordable housing that is used in the Plans. Planners brought forward a variety of suggestions for innovative ways to increase affordable housing, such as having municipalities consider encouraging homeowners to rent space in their home to create new rental units. If home prices were lower, the “hidden middle” could purchase homes to increase the rental vacancy rate, and potentially lower rental prices. Lower-tier municipalities in Leeds and Grenville may also consider waiving development charges, or donate land to increase the development of affordable housing. These are all tools that could be considered exclusively by local municipalities. Leeds Grenville, as the Service Manager, supports such projects with information and links to resources.

(Community and Social Services, 2019)



Strategies to Mitigate the Risks

Action	Housing and Homelessness: Convene Housing Task Force with broader membership for a networked response.
Evaluation	<ul style="list-style-type: none"> • Task force convened. • Partners engaged.
Outcomes	<ul style="list-style-type: none"> • Partners better understand the housing system and municipal responsibility. • Affordable housing policies developed and embedded in planning documents. • Communication of available resources. • Supportive housing for a variety of needs – mental health, mobility • emergency shelter.
Steps Needed	<ul style="list-style-type: none"> • Look at membership of Housing Task Force (as referenced in the five-year review) and increase to include a cross-sectoral representation. • Publish annual survey results (as included in the five-year review). • Publish annual progress reports to communicate success. • Senior Housing options to address the tsunami that is coming. • Place-based approach to housing. • Continued municipal policy and planning review with eye to affordable (attainable) housing. • Examine Housing First model. • Look at creative options from other areas – home sharing.



Rural Inclusion

It is important to understand that the rural voice is very different from the urban one. Brockville is the major service hub in Leeds and Grenville, and many service providers feel the centralization of service negates the rural experience. Exclusion was a common theme in consultation for this plan – exclusion in service planning, service delivery, network development, sector development, community development, decision-making and communication. Exclusion was felt by service providers and municipalities, and by all sectors. An erosion of community connections and engagement was noted, a fragmentation by sector and community interest, and a loss of social capital. Without strong connection to Brockville and Gananoque, municipal services are fragmented, and effort is duplicated.

The pandemic has added to this sense of loss, with sport and other community connectors suspended, an increase in digital program and loss of personal connection. Local news outlets are lost for formal sharing of news, and informal networks are not operational.

While some believe a regional approach to service is an asset, most rural residents and service recipients might not agree. Cost efficiency is often favoured by necessity when trying to work within stretched budgets, and service delivery is simply more expensive in a rural environment when travel and expenses, number of clients served, and staff retention are factored in. The services exist in a regional approach, but are often too far away to be practical, and residents opt for service available closer to home by crossing regional boundaries or to opt out of service, which is the risk to community safety and well-being.

Service delivery becomes a structural problem, and there is a lack of demographic participation with Brockville-centred decision making. The saying in rural community development is that “once you have seen one rural community, you have seen one rural community.” With this in mind, it is not hard to see why the abundance of programs and services coming from Brockville are so difficult to deliver. It is not just the geography that is the challenge, but also the acceptance of service and trust in the relationship with the service provider.

Rural Hubs are an effective way to tackle this issue. In Elgin, Country Roads CHC owns Guthrie House and works in partnership with the United Way to ensure it is staffed. It can also provide free or affordable rent so services can be available to the rural population. The Community Health Centre model of care can be used to improve health and ensure that people have access to the “right” support in one location. This innovative model provides healthcare that promotes community development, good health and system navigation while reducing cost and improving access to primary health.



There is also a rural reluctance to accept service, perhaps rooted in pride, fear of stigma, fear of judgment or a simple forbearance of difficult situations. Without this relationship, people fall through the cracks because they don't access the service available when needed, and community safety, health and well-being are put at risk.

Strategies to Mitigate the Risk:

Action	Include rural residents in service delivery planning, and service the rural areas with a variety of program delivery methods to achieve health and service equity.
Evaluation	<ul style="list-style-type: none"> • Increase in service uptake and greater participation in community development opportunities.
Outcomes	<ul style="list-style-type: none"> • Service is available no matter where you live in Leeds and Grenville and delivered in an appropriate place-based program. • Service needs are more clearly articulated by residents, and service providers are willing to shift their service delivery models. • A hub model of place-based service is considered wherever possible. • A rural communication strategy is established, and includes schools, health centres, pharmacies, faith-based organizations, community-based organizations, clubs and businesses.
Steps needed	<ul style="list-style-type: none"> • Encourage networked approach to service provision so that services are not duplicated, e.g. seniors' services, transportation, youth mental health. • Improve digital access for alternate service delivery; "Drop in" or virtual services. • Ensure transportation to services. • Build on information being gathered from Lived Experience Advisory Network (LEAN) team of Ontario Health Team for Lanark, Leeds and Grenville. • Common calendar development that can be communicated by municipalities, libraries. • Consult rural residents on service delivery models – hours to minimize lost work time, school time, opportunity to access service without needing to identify at place of work (weekly counselling sessions, etc.). Consider are full lunch shutdowns actually necessary? Can breaks be staggered to allow longer service hours and more coverage? Youth centres without weekend access, youth need transportation to come after school. • Consider joint planning with hub model of service; use the library when possible; offer co-coordinated services; partnership programs; offer multiple locations for service. • Establish "first point of contact" and information sharing.



	<ul style="list-style-type: none"> • Create better partnership between agencies and municipalities who can support them – space for program. • Partner identification in rural area so city services know who to call. • Establish a willing communication network to get out information quickly for further dissemination
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Action	Create a Leeds and Grenville Rural Community Developer position.
Evaluation	<ul style="list-style-type: none"> • Community Safety and Well-being Plan is resourced. • Asset-based community development is promoted. • A place-based approach to unique lower-tier municipalities is supported by Community Developer.
Outcomes	<ul style="list-style-type: none"> • Community Developer supports the Community Planning Table so implementation is possible. • Community Developer acts as a service navigator for community programs and services and is on call to all lower-tier municipalities, ensuring that there is “one door” or at least “one informed helper” in the system who can ensure that needs are understood and advocated for. • Community Developer is the human resource that ties the actions cited in this plan together with public, private, community, multi-sectoral lens. • Community Developer works with all levels of municipal service for community safety and well-being.
Steps needed	<ul style="list-style-type: none"> • Approve, recruit and hire a well-connected Community Developer.

Priority Populations

Priority populations are those that have been prioritized during consultation for special consideration because they are deemed to have a higher risk in achieving community safety and well-being include youth and seniors

Early Years

The EarlyON Child and Family Centre – Leeds and Grenville is located in Brockville and delivers regular drop-in programs in Prescott and Kemptville, and outreach programs the rural areas. The Health Unit also offers programs to families in the early years, including prenatal classes, well baby clinics, Baby Talk, and Triple P.

The Early Development Instrument (EDI) is a tool for assessing and reporting on the developmental health (strengths and deficits) of populations of children. It measures children’s ability to meet age-appropriate developmental expectations. Questionnaires are



completed by Kindergarten teachers on their students, and provide an assessment based on five developmental domains. The assessment provides a benchmark for monitoring child development trajectories, and trends can be seen across five cycles.



(Brown, 2019)

Following the 5th Cycle results, Children’s Services Manager Shannon Brown reported in 2019:

- Leeds Grenville has *higher vulnerability rates* than the Province of Ontario in all 5 domains
- We are seeing *increased vulnerability rates* in Low in 1 or more domain
- There are in large *disparities* between the 13 municipalities
- Results are *not necessarily tied to poverty*

To mitigate these risks, the United Counties of Leeds and Grenville has recommended a Community EDI Mobilization Plan and Engagement Strategy.

The Health Unit has also raised the alarm about Adverse Childhood Experience in Leeds and Grenville.

Adverse childhood experiences (ACEs) are potentially traumatic or stressful events occurring in the first 18 years of life. The list of commonly recognized ACEs includes emotional, physical or sexual abuse; emotional or physical neglect; growing up in a household with a parent or caregiver who uses alcohol or substances; has a mental health problem; exposure to intimate partner violence; separation or divorce; and criminal behaviour resulting in incarceration (Public Health Ontario, 2020, p. 2).

Young children have been identified in Leeds and Grenville as being highly susceptible to Adverse Childhood Experiences. A Systematic Review completed in conjunction with the World Health Organization:



- Confirmed that individuals exposed to four or more ACEs were at increased risk of all negative health outcomes compared to individuals with no ACEs.
- This work also suggested that the ACE exposures also represent challenges for the next generation because of problems like family violence, mental illness and substance use.

Strategies to Mitigate the Risk:

Action	Using ACES and EDI as a baseline, work collaboratively to effect positive outcomes; connect with lone-parent strategy.
Evaluation	<ul style="list-style-type: none"> • ACEs and EDI data show positive trending data following intervention.
Outcomes	<ul style="list-style-type: none"> • Young children and their families are connected to positive parenting and childhood experiences. • Young children have protective adult relationships. • Trusted support is available to children and families. • Preschool programming is available and accessible in rural areas; targeted interventions are delivered across Leeds and Grenville and the Town of Prescott by many partners across many sectors. • Community EDI Mobilization Plan and Engagement Strategy is actioned.
Steps needed	<ul style="list-style-type: none"> • Work in collaboration with early years service providers and the EarlyON Child and Family Centre to provide deliberate interventions. • Connect early years work with middle years and youth service provision to strengthen protective factors.

Youth

There is a multitude of youth-serving agencies and youth programs in across Leeds and Grenville. The services are robust and varied and include support (Big Brothers Big Sisters, Children’s Mental Health of Leeds and Grenville, Girls Inc., Family and Children’s Services, Youthab Transitional Aged Youth, Lanark Leeds and Grenville Addictions and Mental Health, RNJ Youth Services), crisis services (Kids Help Phone, 211), recreation and social opportunities (libraries, churches, YMCA, sports teams, service clubs, 4H), education (school boards) and health services (Sexual Health Clinics, Healthy Smiles). There are youth centres in Prescott and Kemptville, and parent-support services (PLEO, Triple-P). Across the counties, youth are supported in employment (Employment and Education Centre) and are engaged and invited to decision making roles in a variety of ways.

Youth-serving organizations come together to connect and work collectively through the network of Every Kid in our Communities with a focus on building resiliency. The North Leeds Youth Coordinating Committee is a group of volunteers, supported by the United



Way of Leeds and Grenville, and dedicated to providing opportunities for the youth of North Leeds.

This incredible system of services and opportunities in place in Leeds and Grenville, with partners working collaboratively, works really well for the majority of youth.

The risk to community safety and well-being is when access is restricted (transportation, Internet access, mental health waiting lists, sustainable funding, wait times for specialized services at CHEO, program space, addictions support), when restrictive mandates and funding models restrict service (autism, FASD), or when services just don't exist or are limited (residential services, specific supports for LGBTQ+).

Opportunities are seen in taking an Icelandic-model approach (Planet Youth) and having more youth centres to offer programs in the critical after-school hours, especially to younger youth in a preventive model. A hub model of place-based service in rural communities should also be considered wherever possible

“If working with municipalities and partners to work on preventive things, it is much, much easier to fulfil the mandate of UCDSB. It is much easier to teach students who are emotionally and psychologically well.”
 Ron Ferguson, Incoming Director of Education, UCDSB

Strategies to Mitigate the Risk:

Action	Examine access, service and program restrictions and determine a cross-sectoral advocacy approach.
Evaluation	<ul style="list-style-type: none"> Through advocacy, restrictions to access, service and program are changed.
Outcomes	<ul style="list-style-type: none"> Advocacy is focused and coordinated, with the right lead advocating to the right place. Advocacy versus action is determined.
Steps needed	<ul style="list-style-type: none"> Access restrictions – determine which restrictions need what level of advocacy (transportation, Internet access, mental health waiting lists, sustainable funding, wait times for specialized services at CHEO, program space, addictions support). Can change be realized through a simple ask/request for service delivery tweaks, through local/provincial advocacy? Service restrictions – determine best-placed advocacy (to change the service mandates (autism, FASD) i.e. local/provincial. Program restrictions – determine reasons why programs are unavailable, make a case for inclusion and develop an advocacy plan. Take advantage of municipal partners who can advocate for



	partners (through AMO, ROMA, FCM) and can request delegation to provincial ministry.
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Seniors

The newly introduced Community Paramedic Outreach Program is incredibly supportive to seniors. This service offers mobile in-home health care provided by paramedics, including education to clients regarding their health, diagnostics and treatments at home as an extension of primary care, wellness assessments, medical compliance, risk assessments, environmental scans, physical assessments, mental assessments and glucose monitoring.

Otherwise, support services are largely provided by two not-for-profit charitable organizations: Senior Support Services Lanark Leeds and Grenville (formerly CPHC), who provide service across Leeds and Grenville, and Seniors Community Services Kemptville (formerly Kemptville and District Home Support), who provide service in North Grenville. Both organizations provide service to seniors aged 60 and over and to people with physical or cognitive disability 18+; 60+ senior services.

Both organizations have strong, inclusive, and robust programming that work to keep seniors in their homes as long as possible, to keep them safe and out of hospital, and to keep them connected. Both organizations work on a small fee-for-service model and use volunteers where possible. As charitable organizations, both rely on fundraising and grants so they can offer subsidies for the programs.

Supports offered by both agencies include:

In-home services – Meals on Wheels (hot in Brockville, Prescott and Kemptville); frozen in other areas); Friendly Visitor (one-hour volunteer); Home Help, including light housekeeping.

Transportation Services – Volunteer drivers (per-kilometre stipend in Leeds Grenville, set rate by destination in North Grenville) to attend medical, essential service, grocery, appointments (plus specialists as far as Toronto by Leeds Grenville) and transportation to all programs in Leeds Grenville.

Home Safety Services – Telephone checks, home maintenance.

Community Programs – Senior Centre Without Walls (phone-based programming), foot care clinics (Brockville, Prescott, Gananoque, Cardinal, Kemptville), Diners Clubs (throughout Leeds Grenville – 28 per month and weekly in Kemptville at Centre); social/recreational programming – daily Zoom program; exercise and fall prevention class; tax preparation clinic in North Grenville.

Support Services Lanark Leeds Grenville, which serves 7,000 clients, provides transportation to all programs if needed. It also offers coordinating services and works with other organizations for more intensive homecare, so clients get the care they need. Coordinators will do intake and help with stacking, coordination and the wrap-around of services. They also serve on the Lived Experience Advisory Network for OHT, which will inform any future model of service.



Specialized services provided by this agency include:

- Adult day program – Daily in Gananoque, Brockville, Prescott, and Kemptville – can be transported if needed. Cost is \$20 includes meal plus \$6.50 each way for transportation. Target is for socially isolated seniors, as well as respite for caregiver. Clients with physical or cognitive disability welcome. Subsidy is available.
- Summer – Trishaw bike, hire students, across Leeds and Grenville. Connect with seniors or retirement homes and will trailer the bikes there.
- Lifeline – Personal response system – push the button. Also available into Kingston.
- Respite for caregivers in-home throughout Leeds and Grenville.
- Stroke program and support group, plus aphasia group and caregivers delivered in Brockville and Perth; one-on-one counselling; will help with transportation
- COVID food bag – \$60 worth of groceries delivered plus frozen meals at a cost of \$10 for seniors in need; will continue this after COVID; doctors are partners, and will often pay the \$10, over 50 are enrolled across Leeds and Grenville, majority rural.
- Drives to vaccines.
- Grocery shopping and delivery across Leeds Grenville.

Senior health services are provided by primary care, health centres and hospitals.

Senior social and recreation opportunities and outings are provided by many associations, clubs, faith organizations, health centres, retirement care centres and municipalities across Leeds and Grenville.

Senior residences, from community housing, retirement homes, assisted living, nursing care and long-term care, are provided by both the public and the private sector. The United Counties owns and operates Maple View Lodge as well as several senior community housing apartments.

The population in Leeds and Grenville is aging at above provincial average rate. Seniors are more likely to live in poverty, making even modest payment a barrier to access available services. Rural seniors are more likely to go without than ask for subsidy, even when it is readily available, and so don't access services that charge a fee.

Consultation has told us that seniors are at risk because of income, housing (affordability and suitability), transportation, isolation, food security, and system support in the rural areas.

Strategies to Mitigate the Risk

Action	Coordinated cross-sectoral approach to senior health and wellness.
Evaluation	<ul style="list-style-type: none"> • System is better understood by all partners. • System is more easily coordinated.



Outcomes	<ul style="list-style-type: none"> • PSW recruitment. • Seniors Collaboration (quarterly or biannual meetings) to cross-train and plan together. • Stop hospital discharge on Friday with no supports in place. • Practice community model (prevention and wellness) model versus medical model (illness management) where possible. • Funding source to make available programs universally accessible. • OHT is well-informed. • Caregiver support is available where needed. • Services back each other up when and where needed. • Services are coordinated. • Communication plan. • Improved mental health for seniors and caregivers (in conjunction with geriatric outreach and mental health services, ensure senior supports for cognitive and developmental disabilities). • A hub model of place-based service in rural communities should also be considered wherever possible
Steps needed	<ul style="list-style-type: none"> • Use the OHT tables where possible for this planning. • Work cross-funding model (private, public and volunteer) as well as sector (senior services, ambulance, fire, police, municipal, mental health, addictions, health) for an all-ideas and all-hands approach.

First Nations Indigenous Culture

Located on the traditional territory of the Anishnabek, Huron-Wendat, Haudenosaunee (Iroquois), Oneida and Haudenosaunee (St. Lawrence Iroquois) peoples, Leeds and Grenville and the Town of Prescott has a self-identified population of Indigenous people that is above provincial average.



Indigenous Identity		
	# with Indigenous Identity	% with Indigenous Identity
Ontario	374,395	2.8
Leeds and Grenville	3420	3.5
Edwardsburgh/Cardinal	410	5.8
Augusta	200	2.7
Prescott	175	4.3
Elizabethtown-Kitley	165	1.8
Front of Yonge	120	4.7
Leeds Thousand Islands	320	3.4
Westport	10	1.8
Rideau Lakes	360	3.5
Athens	60	2
Merrickville-Wolford	115	3.9
North Grenville	570	3.5
Brockville	695	3.3
Gananoque	200	4

(Ottawa Social Planning Council, 2020)

In Leeds Grenville’s #ShareYourStoryLG Homelessness Enumeration (2018), 6.7% of survey respondents indicated they identified as Aboriginal. Compared to the 2016 Statistics Canada Census profile for Leeds and Grenville, this is almost double the population that identified as Aboriginal at that time, which may show an overrepresentation of FNMI persons in the counties’ homelessness enumeration results (Leeds & Grenville, #ShareYourStoryLG: Homelessness Enumeration Report, 2018).

Similarly, there is overrepresentation of Indigenous children in care in Ontario. In recognition of the harm caused by colonial practices to Indigenous children and families, historically and presently, the child welfare sector has been undergoing a transformative truth and reconciliation process. Currently, 30% of kids in care in Ontario are Indigenous, a vast overrepresentation that continues long past the days of residential schools. Family and Children’s Services of Lanark Leeds and Grenville recognizes this over-representation of children in its care (17%) and has undertaken a process to become more informed about equity, diversity and inclusion in its protocols and mandates in order to demonstrate cultural competency.

Feedback through the agency surveys, interviews and consultations highlighted the geographic and social isolation experienced by Indigenous people. Transportation and financial issues can make it difficult for people to connect with an elder in the community due to distance. As well, accessing culturally sensitive services (traditional) is not always possible. It is key to inventory services that exist and share the information amongst all relevant service providers so that they may have the opportunity to provide the most appropriate services to Indigenous clients. Encouraging individuals to self-identify will also help with service delivery, as would establishing some coordination around Indigenous service delivery.



Indigenous education has been a priority at the Upper Canada District School Board since 2007 under a framework policy that mandated incorporation of Indigenous content into curriculum and to start making connections. A range of programs are taking place across the board, including an Indigenous leadership program at high schools which pairs an Indigenous student and an ally to learn about the culture, and “Honouring Relationships” gatherings at elementary schools. The board continues to strive to build capacities in teachers, students, librarians, media and technology, and to create cultural competency opportunities.

To note, FNMI is the naming convention right now and seen to be most respectful. First Nation, Metis and Inuit peoples see themselves as a separate cultural group, not a racialized BIPOC (Black, Indigenous, People of Colour) group.

*To take care of the earth and the community of life we need to remember the teachings of the First Elder, who has handed on the gifts of knowledge that he received from the Seven Grandfathers when he was just a boy. Each grandfather gave him a great gift. One gave him the gift of **Wisdom**, and he learned to use that wisdom for his people. Another gave the gift of **Love** so that he would love his brother and sister and share with them. The third offered the gift of **Respect**, so that the First Elder would respect everyone, all human persons and all the things that are created. **Bravery** was the next gift, bravery to do things even in the most difficult times. One grandfather gave the boy **Honesty** so that he would be honest in every action and provide good feelings in his heart. One grandfather gave the boy **Humility**, to teach the boy to know that he was equal to everyone else, no better or no less, just the same as anybody else. The last gift that he received was **Truth**. The Grandfathers told him, “Be true in everything that you do. Be true to yourself and true to your fellow man. Always speak the truth.”*

They told him, “Each of these teachings must be used with the rest; you cannot have wisdom without love, respect, bravery, honesty, humility and truth. You cannot be honest if you use only one or two of these, or if you leave out one. And to leave out one is to embrace the opposite of what that teaching is” (Shabot Obaadjiwan First Nation, The Seven Grandfather Teachings, n.d.).

Strategies to Mitigate the Risk

Action	Support to First Nation people in efforts to be self-sustaining, to increase understanding of shared history and to support well-being and truth and reconciliation efforts
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Evaluation	<ul style="list-style-type: none"> • Indigenous children, youth, and families are connected to their culture, with opportunities for sharing knowledge. • Children and youth grow up healthy and integrated within their families, cultures, and communities. • Indigenous First Nation people are well connected to appropriate services. • Progress in meeting Truth and Reconciliation Commission Actions. • Reduced number of Indigenous children in care.
Outcomes	<ul style="list-style-type: none"> • Appropriate service is offered to a large population of Indigenous youth. • Social and digital connection – pandemic has meant remote assistance and people cannot be connected with Elders or hold socials, healing circles, sweat lodges, etc., creating communication issues. • Cultural competency is built into the Ontario Health Teams process to ensure appropriate service delivery and wraparound supports across sectors. • Follow the grandfather teachings in all relations with Indigenous First Nation people when providing service. • Increased education and appreciation in community of trauma and harm of colonial history. • Work with community partners and local government to implement Truth and Reconciliation Calls to Action that includes statements on appropriate protocols.
Steps Needed	<ul style="list-style-type: none"> • Look to Kewaywin Circle for service information and partnerships (Kingston Frontenac Lennox and Addington FCS).

2.2 Population Health: Physical Health, Mental Health, Substance Use

Objective: Enhance access to health, mental health and substance use supports across the United Counties in an equitable and inclusive manner.

Rationale: Access to supports provide the tools residents need to live a healthy life and prevent risk.

Good health includes a strong combination of all of the social determinants. Building from previous themes in this plan, this section demonstrates ties between physical health, mental health and risks related to substance use. As highlighted in previous sections, ensuring good communication and awareness of services, working in partnership with others, breaking down silos and thinking beyond mandates are key factors in building a strong and cohesive community with good access to the tools people need to live healthy lives.



In each of the following sections, it is apparent the United Counties has abundant services, although many are centred in Brockville.

In terms of communicating information about services, many agencies rely on personal knowledge and internal services. Although 211 is available for accessing help, several agencies reported inconsistencies with updates or a lack of knowledge about the service. Slightly more than half of the agencies responding to the agency survey circulated for this plan in Winter 2021 indicated they contribute information to 211, but more than 60% said they do not use the service with clients to access help, preferring other methods.

The agency survey also shows a range of health-related, parenting and demographic risk factors encountered in clients the responding agencies serve. A chart outlining mental health and substance use issues is located later in this section. Social isolation is a risk encountered in 70% of clients, with health-related risks shown in well over half.

UCLG - CSWB Plan - Agency Survey (Winter 2021)

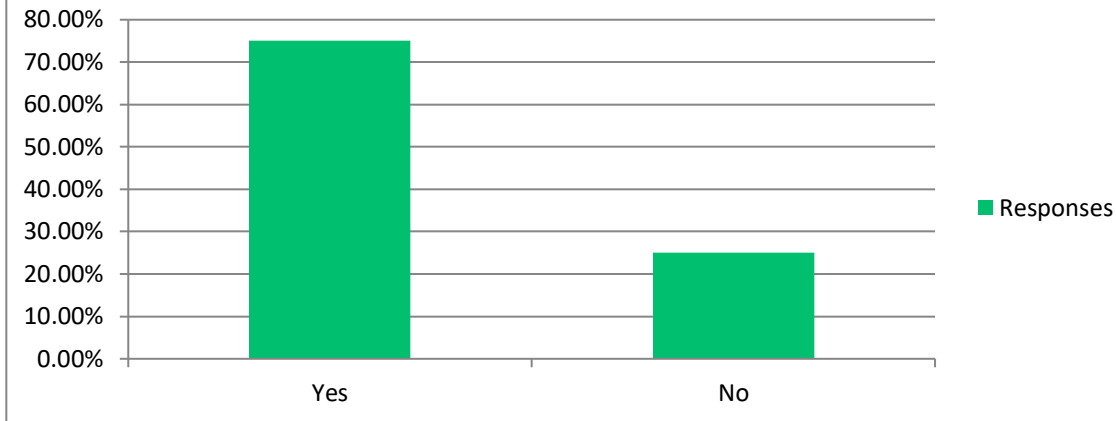
Risks Encountered

Social isolation - person does not have access to family or social supports	70.15%
Health - difficulty meeting nutrition or basic needs	64.18%
Developmental disability - affected by	61.19%
Health-related risks - e.g., pregnancy, physical disability, terminal illness, chronic disease	58.21%
Person being neglected by others	58.21%
Parenting - person not receiving proper parenting; parent/child conflict	58.21%
Custody issues/child welfare	56.72%
Person not providing proper parenting	53.73%
Cognitive disability - affected by	53.73%
Learning disability - affected by	53.73%
Gender issues	49.25%
Health - not following prescribed treatment	47.76%
Lack of supports for elderly person(s)	43.28%
Truancy or chronic absenteeism from school	41.79%
Acquired brain injury - affected by	37.31%

Wait times were repeatedly identified with specific services throughout the agency survey, interviews with key stakeholders and in Partner Day. Although the chart below from the agency survey does not specify the nature of the program or service, it does demonstrate wait times are a frequent service barrier for those responding human service agencies.



In the course of your work, have you ever encountered a situation when a needed program/service was available, but not accessible due to lengthy wait list times?



Physical Health

The Leeds, Grenville and Lanark District Health Unit serves the tri-county area with a prevention focus. Pre-COVID, nurses had been working with municipalities on health and well-being through recreation plans, offering services that align with health unit priorities. In addition to having nurses working with schools, the health unit maintains sexual health clinics; the Healthy Babies, Healthy Children program; official plan and master plan reviews; and its water testing services and regular inspections for community health protection. Specific programs related to substance use are outlined in that section.

Country Roads Community Health Centre is an inter-professional primary care team with community developers that aims to prevent ill health and serves vulnerable populations, including older, low-income, socially isolated people with mental health and addictions. It offers EarlyON for young families and helps to alleviate isolation. Priorities include community development and health promotion, access, outreach, integration as part of the whole health system and leading in system transformation with the Ontario Health Team agenda. CRCHC is one of 85 CHCs in the province and commits to data in order to influence decision makers at the policy level. Community governance is a strength and reflects community need.

Every Kid in our Communities (EKIOC) is a strength-based coalition of 35 organizations in Leeds and Grenville that comes together to ensure children are safe, healthy and valued. It works through a health equity lens and the social determinants of health, and strives for diversity, inclusion, training and support for partners.



Rideau Community Health Services (RCHS) serves a large area that includes Brockville, Gananoque and Athens. It crosses boundaries with Country Roads, providing choice for clients. Primary care is assigned through Health Care Connect; other services are by choice of location. RCHS has multi-site community health centres in Smiths Falls and Merrickville and takes referrals only for primary care. It offers medical and para-medicine services, as well as team-based care planning. Current priorities include improving access for the community, expanding partnerships and relationships, and being creative with the use of technology at a high level. Community partnerships have been increasing through the Ontario Health Teams process. Since the Health Link program was defunded, a community health centre cross-sectoral table has formed that provides multi-disciplinary care plans for high-risk, vulnerable clients. This is a “group of the willing” that has taken it on, and they compare it to the sort of partnership possible through the situation table.

A significant factor in the integration of health services in the counties is the approval of the Ontario Health Team for Lanark, Leeds and Grenville. OHTs strive to achieve a patient-centred model so that all elements of care come from a single team. A collaborative model is mandated. The LLGOHT was granted status in November 2021 and is currently working on implementation pieces. At a presentation to Lanark County Council’s Community Services Committee on May 12, 2021, Dr. Barry Guppy, CEO of the Perth & Smiths Falls Hospital, outlined activities. He acknowledged this is a large area and they are working to have solid bridges with service providers. The composition of the OHT will change over time, but it currently consists of 47 members. Dr. Guppy said the collaborative decision-making framework acknowledges differences across geography while reflecting needs of the population, and a Collaboration Council will decide on investments and steps to improve health of the population. There are currently multi-sectoral committees feeding the council for the north and the south, and after one year it will be determined if this format will continue. Project areas include Communications and Community Engagement, Digital Health, and Lived Experience Advisory Network (LEAN). Project teams include primary care, primary care home and attaching mental health and addictions. Engagement with the LLGOHT will be of critical importance for service providers in Leeds and Grenville in order to achieve the desired streamlined, patient-centred approach and to maximize collaboration. An action related to this can be found later in this section.

Substance Use and Mental Health

The agency survey conducted for this plan in Winter 2021 shows the significant encounters with risks around substance use and mental health in Leeds and Grenville. Alcohol or drug abuse and diagnosed or suspected mental health problems, as well as the harm caused to others by both, were reported in more than 80% of the clients. Suicide was reported as a risk encountered in 64%. Methamphetamine and problematic opioid use were factors in almost half. It is not clear what the geographical breakdown would be, although the Leeds Grenville and Lanark District Health Unit (LGLDHU) has consistently reported on the prevalence of problematic drug use and high overdose rates in Brockville.



UCLG - CSWB Plan - Agency Survey (Winter 2021)

Risks Encountered

Alcohol or drug use/abuse by an individual	83.58%
Mental health problem - diagnosed or suspected	83.58%
Mental health problem affecting others	82.09%
Harm caused by someone's use/abuse of alcohol or drugs	80.60%
Grief/trauma	74.63%
Mental health - not following prescribed treatment	65.67%
Suicide - current or previous risk	64.18%
Self-harm - engaged in or threatening to do so	59.70%
Individual affected by a suicide	55.22%
Hoarding	49.25%
Problematic opioid use	49.25%
Methamphetamine use	44.78%
Gambling causing self-harm	20.90%
Gambling causing harm to others	19.40%

One of the notable assets in Leeds and Grenville is the Lanark Leeds Grenville Addictions and Mental Health (LLGAMH) agency, which demonstrates the link between these two risk areas. LLGAMH offers counselling services for ages 16 and up for mental health, and addictions counselling for ages 12 to 16. This includes rapid access counselling (one session, same day, and can return as many times as needed). Offices are in Brockville and rural offices include Prescott, Delta, Gananoque and Kemptville. Pre-COVID a worker was embedded in Portland. Virtual services have been an asset. There are casework services for individuals on a referral basis, including connecting to resources plus supportive counselling. LLGAMH offers a social recreation program, vocational supports (connection to employment or volunteer opportunities) and a central intake program from third party referrals. It has several unique programs, such as:

- Co-op, supportive community base (shared accommodation sometimes) assistance in medical appointments, reminders to take medications, and a caseworker and rehab (one or two workers) supporting the co-op
- Therapeutic Justice Program: Drug court, mental health court and release from justice supports. These support clients through court proceedings if they are referred by defence counsel or the Crown, and there is a psychiatrist attached to these
- Psychiatrist on staff
- Housing program with four group homes: Mental illness has 10 beds available 24/7), 6 beds for dual diagnosis (24/7 developmental and mental health), 5 beds (related to housing) for transitional like skills, transition to independent living, and 5 beds for individuals coming through the forensic system and moving back to community, which is in partnership with Royal



- Two residential treatment facilities – Brock Cottage has 18 beds for males; Tennant House has 12 beds for females. Both are in Brockville and receive referrals from across province
- Partner Assault Response Program is offered through the Ministry of the Attorney General (MAG)
- Involved with Direct Accountability Program with MAG
- Contract with CAMH for Back on Track program – impaired drivers
- Drop-in centre, part of social recreation
- Transportation program with driver/vans available for group home outings or for medical appointments
- Groups
- Opioid program – supporting those with addiction – staff embedded in Change Health Clinics in Brockville, plus similar company in Gananoque

Additional specific assets are outlined for substance use and mental health below.

Substance Use

The Catholic District School Board Eastern Ontario has a new *Guide for Working Together to Respond to Children and Youth Struggling with Substance Use, Addictions and Mental Health Concerns* to support young people who are struggling with substance use. Prevention efforts begin in Junior Kindergarten with programs, and the board is working with the Ontario Lung Health Foundation to increase education around vaping and cannabis use in youth.

The Conseil des écoles catholiques du Centre-Est (CECCE), is Ontario's largest French-language school board. CECCE has a partnership with le Centre Le CAP (Centre d'appui et de prévention) for residential placements for students from French school board (all of Ontario). Le CAP offers a day treatment program, but it is only available to Ottawa students. Le CAP psychotherapists also go only into Ottawa high schools.

Thrive offers peer support workers through the methadone clinic. The peer support has the boot program, where a team goes out to do emergency work with people actively using, such as distributing naloxone. Thrive works with women who are pregnant and are battling substance use.

The Leeds, Grenville and Lanark District Health Unit (LGLDHU) provides naloxone kits, safe injection supplies and harm reduction-related equipment. It works to help people access support for addictions and has an education program for early intervention with an addiction counsellor for early intervention in the schools. Although work in the schools has been a gap during COVID, the health unit was able to increase mobile outreach services for harm reduction. Change Health is staffed with a public health nurse one day a week to assist with immunization, sexual health services, ODSP applications, etc.



OPP note opioids are found in the rural areas, but tend to be seen more in Brockville. Because they are readily available and tied to mental health issues, risk is high and new types of fentanyl are sometimes reducing the effectiveness of naloxone. While the opioid crisis is a community health issue, it is also a policing issue.

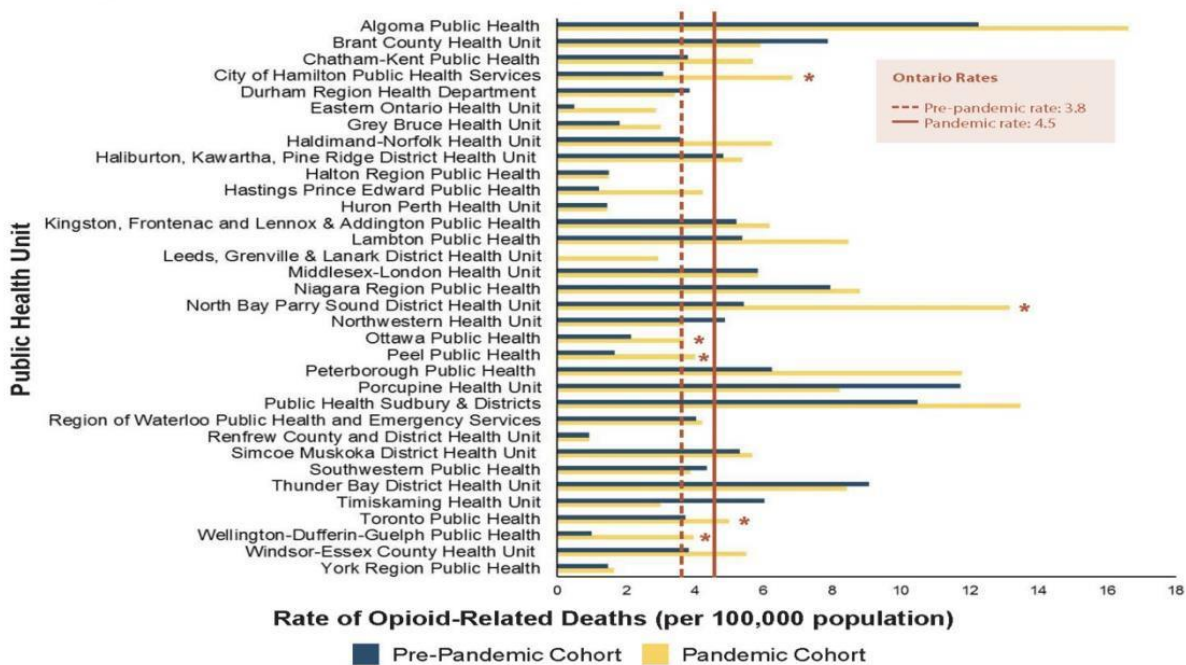
The opioid crisis continues to accelerate across Canada. The LGLDHU provides surveillance reports and issues warnings when toxic drugs are found in the community. It has played a key role in the distribution and training on naloxone, which can save lives in the event of an overdose, and is actively involved with Municipal Drug Strategy committees with municipalities. The health unit has a Community Opioid Plan and an Opioid Overdose Cluster Plan in place with local municipalities and emergency services. Feedback from surveys and through Partner Day indicates a need for specific addictions services to address the rising crisis in overdose and opioid use, including increased non-abstinence-based options for substance use treatment, intensive case management and supportive housing, and services related to withdrawal management, a detox centre, a safe consumption site, a harm reduction approach to addiction services, and drop-in day program where people who use substance can go to get harm reduction-influenced supports. The Brockville and Gananoque CSWB Plan also identifies continued expansion of the Municipal Drug Strategy work.

Currently the closest detox centres are in Ottawa and Kingston. The Brockville General Hospital crisis team cannot admit anyone currently using. The Dave Smith Centre is a youth treatment centre located in Carleton Place.

Data from The Ontario Drug Policy Research Network shows the rate of opioid-related deaths in Leeds and Grenville during the pandemic.



Change in opioid-related deaths by public health unit**



NOTE

- 1) * indicates statistically significant difference in proportions between cohorts.
- 2) ** These data include confirmed and suspected- opioid related deaths and distribution of investigations still under investigation (i.e., suspected opioid-related deaths) may vary by region.

(The Ontario Drug Policy Research Network, et. al., 2020)

Participants at Partner Day highlighted a lack of services for youth under 16 who are using substances. There are many younger youth using drugs and not a lot of services to support them. During lockdown there is a lack of access to resources or regular supports, such as school counsellors. Sometimes youth need to leave the area to access services or have to use adult services, which is not an ideal, comfortable setting.

The LLGDHU, CDSBEO and UCDSB are currently partners in Planet Youth Lanark County, which is a proven approach “to reduce or prevent drug and substance abuse and misuse among youth, while helping to build and strengthen communities” (Planet Youth Lanark County, n.d.). It began in Iceland more than 20 years ago and is now found worldwide. It brings together multiple partners, schools, families and entire communities to make change, and was identified in consultations as a possible approach to consider for Leeds and Grenville. This would also meet several recommendations in the Brockville/Gananoque CSWB Plan around providing activities for youth, developing a “leisure card” for youth, exploring strategies to increase positive parenting/role modelling/adult allies in the community, and partnering with local high schools to teach about positive parenting and role modelling.



Strategies to Mitigate the Risk:

Action	Enhance access to addictions/substance use supports for youth and adults.
Evaluation	<ul style="list-style-type: none"> • More youth accessing local services. • Monitor School-Based Needs Assessment survey. • Monitor School Climate Survey. • Monitor Ontario Student Drug Use and Health Survey. • All municipalities are represented in a Municipal Drug Strategy.
Outcomes	<ul style="list-style-type: none"> • Enhance/create Municipal Drug Strategy across Leeds and Grenville that brings input from all municipalities. • Lessons about drug use are shared and best practices are developed to include both urban and rural areas. • Steps are taken to implement Planet Youth program in Leeds and Grenville. • Enhanced access to detox centres and intensive addictions services for methamphetamine use, withdrawal management and harm reduction-focused treatment. • Increased funding and staffing to address overdose crisis. • Psychotherapist availability expanded across CECCE Board area.
Steps Needed	<ul style="list-style-type: none"> • Explore Planet Youth process implemented in other Canadian communities (e.g. Lanark County). This supports recommendation in Brockville/Gananoque CSWB Plan to explore idea of a “leisure card” for children and youth to increase access to opportunities (A leisure card is a subsidized card that supports access to leisure activities such as sports, music lessons, dance classes, etc.) This is a component of the Planet Youth model. • Evaluate differences between addictions supports for youth and adults to ensure most effective programming and increased capacity for serving youth. • Explore development of detox services and other intensive addictions supports in Leeds and Grenville; partnerships through Ontario Health Teams, including advocacy for funding. • Advocate for increased funds and staffing to address rising overdose crisis. • Explore housing and transitional housing for those being released from fully supported environments (e.g. Brock Cottage and Tennant House) to prevent a return to negative environments and previous habits. • Work with health unit to engage in Municipal Drug Strategy process across whole region. • Evaluate need for increased presence by LLGAMH in Grenville to



	<p>reflect growth at that end of counties.</p> <ul style="list-style-type: none"> • Explore possibility of creating Le CAP day program in Leeds and Grenville
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Mental Health

Children’s Mental Health of Leeds and Grenville is the only children’s mental health agency in Leeds and Grenville. It serves co-morbidity addictions/developmental and facilitates referrals from all child and youth services and refers to others. Core services include targeted prevention, crisis, brief services, counselling therapy, intensive services, specialized services, family caregiving and support and intake service coordination. Service coordination (single plan of care) is a current priority, as well as addictions in partnership with Lanark, Leeds and Grenville Addictions and Mental Health, emergency and primary care service coordination to keep youth in primary communities, and good outcomes with parent and youth engagement.

CDSBEO has Mental Health Counsellors in its schools and a strong partnership with its Mental Health and Addiction Nurse (MHAN). The CECCE has social workers in its schools and are partners with MHAN.

Every Kid in our Communities of Leeds and Grenville (EKIOC) identifies Triple P as a bridge to use for parenting support when there are wait times for mental health support.

Consultations highlighted the Lanark Leeds and Grenville Ontario Health Team’s work on integrated health care for mental health. There is a memorandum of understanding between a number of mental health agencies, as well as partnerships with tele-mental health. A child or youth can see a psychiatrist within 90 days or, for urgent care, within 7 to 14 days. Partners indicated there is a good group of pediatricians in Leeds and Grenville who are comfortable with mental health, and work is being done to ensure all family health practitioners know how to make mental health referrals for children, youth and adults. Brockville General Hospital has a position that helps integrate mental health patients back into community care. Work is underway with private clinicians in the community to ensure that all children and youth who are receiving care have access to psychiatry in a timely manner. Private clinicians will have to agree to the recommendations provided by the psychiatrists in order to participate in this partnership. Children’s Mental Health of Leeds and Grenville is working to better partner with private clinical care in Leeds and Grenville.

The Kemptville Stress Relief Centre is a private-sector operation serving ages 16 and up. They often work with parents and provide individual and couples counselling. They have been using tele-mental health. A barrier is accessibility since it is a full-pay service; however, they do some lower cost or free services. They partner with Leeds and Grenville for mobile sexual assault clinic provision and are working on other partnerships for funding for lower cost counselling.



Schools have mental health services and referral processes. Kids Help Phone is available to all youth across our regions. School Mental Health Ontario is a resource people can use to see what schools are doing to support students and how folks can work together to support mental health. This is available at <https://smho-smso.ca>.

The Parents Lifeline (PLEO) has parents with lived experience supporting other parents who are currently struggling. It is a peer support organization for parents whose children up to age 25 are facing mental health challenges. Services are provided through a Parents' Helpline, Parent Support Groups and Mobile One-on-One Support for more intensive guidance.

CDSBEO also has just released the *Guide for Working Together to Respond to Children and Youth Struggling with Substance Use, Addictions and Mental Health Concerns*, made in conjunction with Children's Mental Health of Leeds Grenville; Lanark Leeds Grenville Addictions and Mental Health, Open Doors for Lanark Children and Youth, Kids Help Phone, the Health Units and Kemptville Hospital.

Faith groups are often a first point of contact for people, and they have been making use of referral processes.

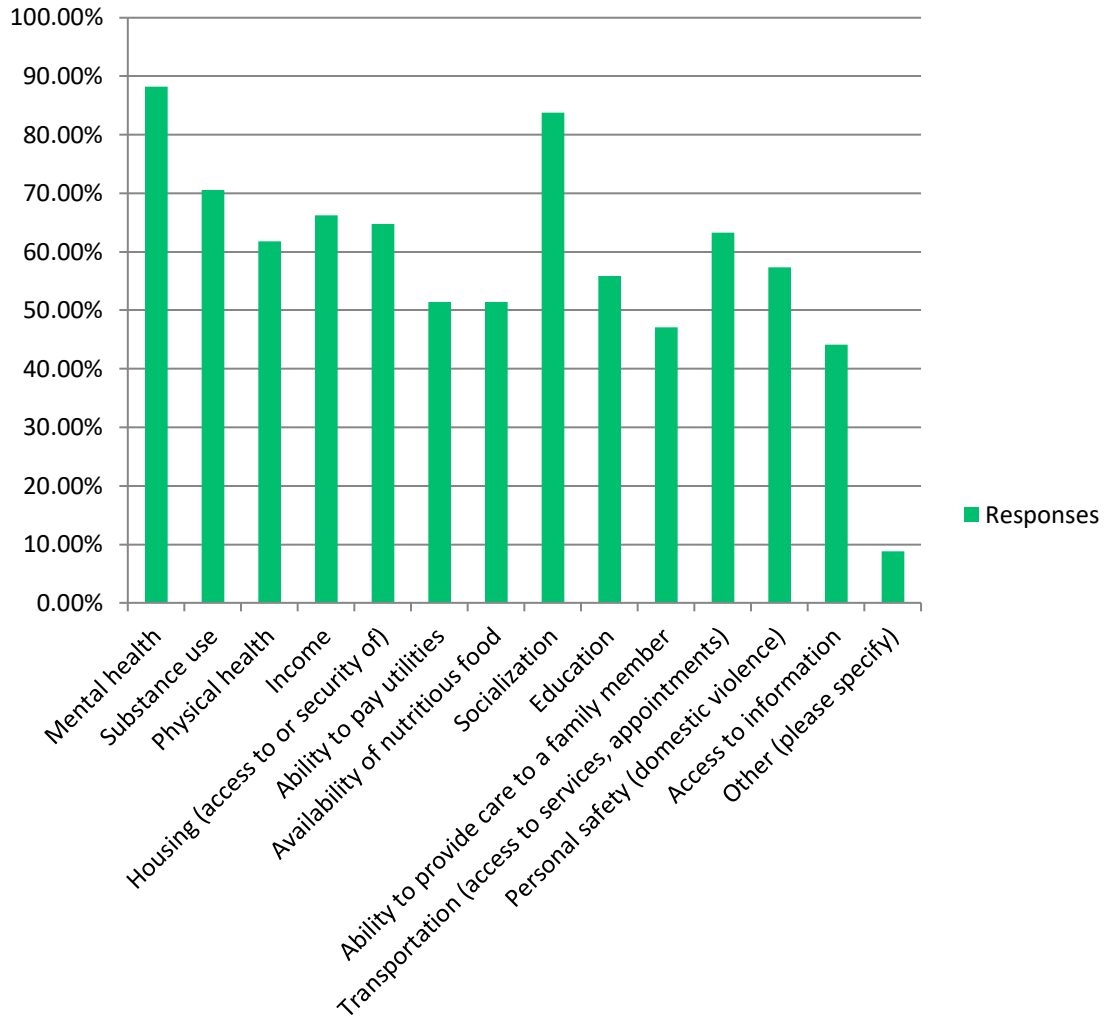
One of Every Kid in Our Communities' priorities is to build resiliency, which focuses on three areas: Providing support for children and their families through programs such as Triple-P and connections to/communication about mental well-being information to families and youth, and mentorship; encouraging constructive use of time through access to recreation; and feeling connected to community.

The OPP has a partnership with Brockville General Hospital to have a full-time nurse shared between Leeds and Grenville Detachments. The Mobile Crisis Response Team consists of police and the nurse conducting live calls and follow up with people in crisis. They try to identify underlying issues and connect individuals with appropriate agencies. The 2019 Progress Update for Leeds OPP indicates success has been demonstrated in this program, as well as with a partnership with the Brockville General Hospital Mental Health Crisis Team. "Our joint community outreach program continues to be an effective and proactive means in our response to mental health issues within our communities" (Francis, 2019). All front-line members in Leeds County continue to receive de-escalation techniques when dealing with people in crisis. This training is delivered by the OPP's In Service Training Unit. Members are also encouraged and supported by detachment to attend various seminars and/or training opportunities held by community partners.

Already, service providers are noting their clients have been negatively affected by the pandemic in a number of ways. The chart below from the agency survey in Winter 2021 show some of the key areas. It is worth noting mental health was at the top at 88%, followed by socialization at 84% and substance use at 71%. The long-term implications of this will need to form part of planning for years to come.



If the pandemic has negatively affected the people you serve, what areas have been affected? (Please click all that apply)



Strategies to Mitigate the Risk

Action	Coordination of efforts related to social determinants of health through Ontario Health Teams process.
Evaluation	<ul style="list-style-type: none"> • Accountability agreements established between OHT and province. • Review of governance process for OHT. • Number of member agencies in OHT. • Monitor work of OHT in integration of mental health to



	<p>ensure projected service delivery (re: psychiatry, timeframes for seeing psychiatrist, pathways with private clinicians) is met.</p>
<p>Outcomes</p>	<ul style="list-style-type: none"> • Agencies are able to achieve efficiencies in service coordination and single plans of care. • Clients are well served with a patient-centred approach that relies on a single multi-disciplinary team; improved system navigation. • Privacy-protective communication within multi-disciplinary team supports Brockville/Gananoque CSWB recommendation regarding communication tool for individuals with mental health issues. • Collaboration and communication reduce duplication in plans and strategies with shared goals. (Ties in with strategy in Brockville and Gananoque CSWB Plan to follow up with KidsInclusive and Children’s Mental Health of Leeds and Grenville to learn more about service coordination and integration.) • OHT’s Lived Experience Advisory Network (LEAN) provides opportunity to meet Brockville/Gananoque CSWB recommendation to involve youth in assessment (to ask why youth use substances), planning, intervention and evaluations. • Greater coordination of existing service plans amongst partners. • Improved referral process that includes a shared database with patient-centred approach. • Modify or establish pathways of care for complex clients not meeting thresholds (e.g. too sick for regular health system, but not sick enough for permanent care). • Improved support for chronic and acute mental health issues across geography. • Increased after hours support for mental health and substance use crisis. • Up-to-date information provided to service providers for after-hours mental health, suicide, addictions resources. • Reduced wait times for specialized services through system coordination.
<p>Steps Needed</p>	<ul style="list-style-type: none"> • Improve communication across all sectors. • In integrated services, consider broad approach to help that includes prevention. • Strengthen other specific collaborations, such as situation table, for specific responses (e.g. crisis intervention). • Consider what system navigation could look like through OHT (e.g. common navigator/coordinator – one call). • Ensure Francophone service availability. • Ensure intake processes and services take culture into account.



	<ul style="list-style-type: none"> • Work with hospitals to ensure transfer protocols are client-centred when police bring mental health patients to hospital.
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Action	Enhance communication about services, both inter-agency and to broader population.
Evaluation	<ul style="list-style-type: none"> • Increased use of 211 by agencies and clients. • Increased number of programs/services listed through 211.
Outcomes	<ul style="list-style-type: none"> • Clarity in system navigation. • Greater understanding between partners and by clients of services availability. • Communication and marketing plan. • Rural communication strategy.
Steps Needed	<ul style="list-style-type: none"> • Work with 211 to create more awareness/training about the service and to ensure timely updates and inclusion of services and programs.

Action	Improved crisis intervention through collaborative partnerships.
Evaluation	<ul style="list-style-type: none"> • Number of interventions at situation table with overall risk lowered. • Number of participating agencies at situation table leading and assisting with interventions. • Number of Mobile Crisis Response Team interactions. • Reduced hospitalizations due to earlier intervention and referral. • More youth diversions from judicial system.
Outcomes	<ul style="list-style-type: none"> • Greater involvement (referrals, leading, assisting) in discussions at situation table by agencies, resulting in more networking and collaboration and increased number of referrals resolved with risk lowered. • Through communication and collaboration, greater support/referrals and safety for families struggling with a member who is mentally ill. • More capacity for Mobile Crisis Response Team to work in rural areas. • Increased support for police-involved complex clients through community treatment outreach program. • Earlier intervention through collaboration prevents young people from becoming involved in judicial system, leaving school, unemployment, etc. Improved communication/knowledge of situations gives agencies ability to fully utilize their available services.



Steps Needed	<ul style="list-style-type: none"> • Advocacy for expanded MCRT program with OPP for rural service. • Continue outreach and training regarding situation table to continue to build capacity an increase involvement by partners. • Work with partners (including Community Paramedics) to evaluate possibilities for increased access to community treatment orders; increase outreach for individuals who are apprehensive about following prescribed treatment for severe mental health issues (police calls increase when medications are not taken). • Provide training opportunities to support early intervention, e.g. by-law officers and firefighters related to property standards/ hoarding and referrals to mental health.
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2.3 Safety: Domestic Violence, Sexual Assault, Human Trafficking

Objective: To prevent violence against persons across all demographics.
Rationale: Preventing violence helps to reduce incidents of victimization and crisis, while increasing feelings of safety and maintaining good health and well-being.

The effects of violence and crime on an individual’s well-being can be deep and pervasive, whether it is in physical manifestation or affecting mental health. Multiple agencies across Ontario and Canada have reported concerns over the rise in domestic violence and child abuse during the pandemic when there are fewer opportunities for victims to be seen and heard due to lockdowns. In the agency survey conducted in Winter 2021, respondents identified risk factors they encounter with clients. The chart below indicates 70% of respondents had encountered clients experiencing domestic violence, with 67% experiencing victimization through physical, emotional or sexual violence. Social isolation was previously noted as a risk encountered in 70%.

UCLG - CSWB Plan - Agency Survey (Winter 2021)

Risks Encountered

Domestic violence	70.15%
Victim of physical, emotional or sexual violence	67.16%
Person affected by negative peers	65.67%
Person affected by antisocial/negative behaviour	64.18%
Criminal involvement	62.69%
Victim of crime	62.69%
Associating with negative peers	62.69%
Exhibiting antisocial/negative behaviour	62.69%
Negative social environments/neighbourhoods	61.19%



Bullying; victim of or perpetrator of	55.22%
Cyber safety - victim or perpetrator of cyber bullying; risky social media activities	50.75%
Human trafficking	50.75%
Perpetrator of physical, emotional or sexual violence	49.25%
Threatened or victimized by gang	35.82%
Sex trade	35.82%
Gang association or membership	31.34%
Victim of elder abuse	25.37%
Homicidal ideation - person has expressed thoughts/ideas about homicide	20.90%
Perpetrator of elder abuse	14.93%
Radicalization	11.94%

The 2019 Progress Reports from Leeds and Grenville OPP Detachments highlight major categories they track for violent crime.

OPP LEEDS COUNTY Detachment 2019 Annual Progress Report

Crime Data

Violent Crimes

Table 2.1

Offences	2017	2018	2019	Clearance Rate
01 - Homicide	0	0	0	
02 - Other Offences Causing Death	0	0	0	
03 - Attempted Murder	0	0	0	
04 - Sexual Offences	32	44	40	40.00%
05 - Assaults	117	103	124	75.00%
06 - Abduction	1	3	6	100.00%
07 - Robbery	2	0	1	0.00%
08 - Other Crimes Against a Person	61	67	86	52.33%
09 - Total	213	217	257	62.26%

(Francis, 2019)



Crime Data

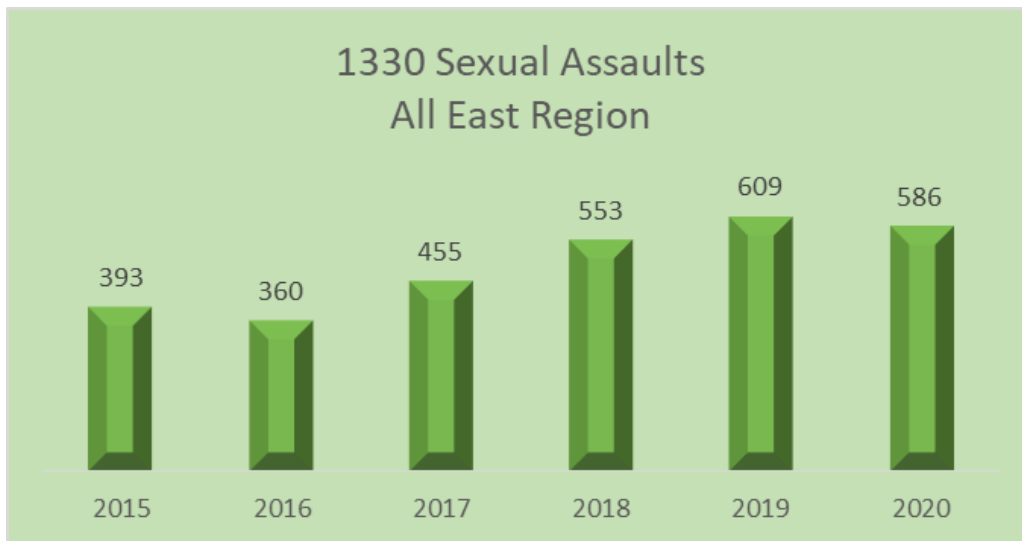
Violent Crimes

Table 2.1

Offences	2017	2018	2019	Clearance Rate
01 - Homicide	0	0	0	
02 - Other Offences Causing Death	0	0	0	
03 - Attempted Murder	0	0	0	
04 - Sexual Offences	24	37	53	64.15%
05 - Assaults	116	139	116	81.90%
06 - Abduction	5	4	0	
07 - Robbery	4	4	1	100.00%
08 - Other Crimes Against a Person	58	76	114	51.75%
09 - Total	207	260	284	66.55%

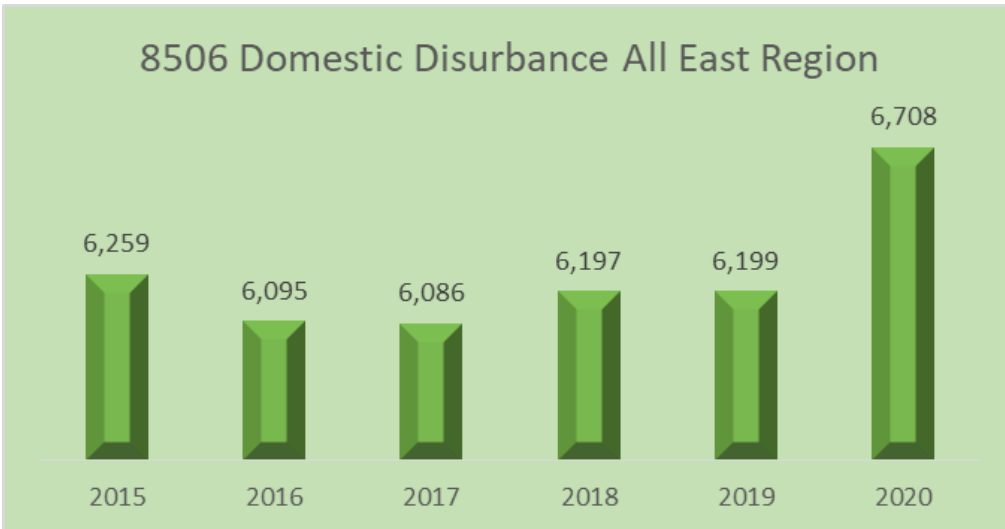
(Dobson, 2019)

OPP statistics for all of East Region, which include Leeds and Grenville, for the last five years up to 2020, show a slight decline in sexual assault occurrences, but an increase in domestic disturbances. Violent crime declined slightly.

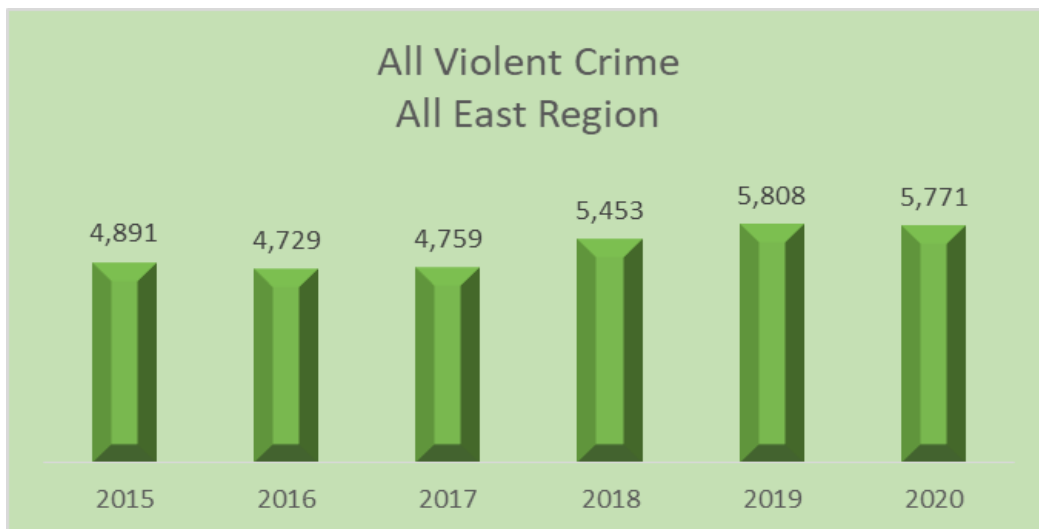


(Ross, 2021)





(Ross, 2021)



(Ross, 2021)

In their Action Plans for 2020-2022, both Leeds and Grenville OPP highlight a number of strategies around victims of crime, including victim-centred and trauma-informed approaches, training, and fostering relationships with partners such as Victim Services, the Victim/Witness Assistance Program and Interval House.

For OPP, supporting victims of crime and reducing victimization are priorities. Reducing victimization is very broad – there are trends, such as online, elderly, cybercrimes, grandparents' scheme, CRA tax schemes – and it is difficult to investigate by the nature of overseas telecentres and the sophisticated technology. As an asset, the OPP offer policing excellence with 24/7 coverage, crisis response, Emergency Response Team for missing persons, etc., canine and provincial special services availability, and detachments can draw on the team in East Region.



Leeds and Grenville Interval House is located in Brockville and shelters women and children who have experienced physical and/or emotional violence. Services include an emergency shelter, counselling, referrals, a children's program, support and advocacy, group programs to support healing of children from their experiences, outreach counselling and support, transition housing support, conflict resolution with landlords and public education. Additional services are coming to Kemptville as well.

The Brockville General Hospital's Assault Response and Care Centre provides services to women, children, teens and men who have been victims of or affected by sexual assault and/or domestic violence.

Victims Services Leeds and Grenville has staff located inside police stations in several areas and its new mobile sexual assault centre is expected to improve accessibility and support for victims and survivors of sexual assault through counselling, peer support, advocacy, and 24-hour crisis support over the phone.

Social services can provide very short-term accommodation for victims of domestic violence as well.

The Anti-Violence Coalition of Leeds and Grenville is a group of agencies working to fill gaps in services for victims, launch anti-violence campaigns and host workshops and anti-violence events.

Family and Children's Services Lanark, Leeds and Grenville (FCSLLG) oversees child welfare in the tri-counties, including referral, maltreatment, family support, children in foster care, support services (parenting, routine, etc.) for intensive intervention, a transition house for kids in care (homeless who have trauma history; provides chance to learn life skills, facilitate more permanent housing option). FCSLLG is mandated to provide child protection and is funded by the Ministry of Children, Community and Social Services. It partners with many agencies, including education, mental health, Connect Youth and Developmental Services. It currently has 150 children in care. Priorities include a child welfare redesign process; prevention, family and community well-being; reducing the number of children coming into care by connecting them in their family home and leaning on existing support networks while preventing maltreatment; seeking family-based options; providing equitable services for marginalized groups (FNMI); understanding who they serve in order to provide culturally relevant care; and strengthening supports for youth aging out of the system by making informal and formal connections, including housing and homelessness.

Every Kid in Our Communities is involved with a youth committee in response to crisis. It has started work to build a common calendar for youth activities, which has evolved into "Stingers." Agencies, in cooperation with police, offer a weekly program after school with free busing, connection and professional support from mental health, RNJ Youth Services and others.



The Upper Canada District School Board works in partnership with police and other community agencies to help students in crisis and has found a major improvement in the past 10 years by looking at the whole child instead of taking a punitive approach, along with continued good communication and protocols. The Violent Threat Risk Assessment protocol used by school boards helps schools to respond quickly when there is a threatening incident and to bring relevant community partners together to initiate supports.

RNJ Youth Services partners with numerous agencies to provide a range of programs for children and youth, as well as their families. This includes prevention and early intervention, help to overcome challenges such as addictions, mental health and involvement with the justice system. Programs include Extrajudicial Measures and Extrajudicial Sanctions, Youth Justice Committee, Youth Mental Health Court Worker, Intersections, Rebound Choices, Connections Program and Direct Accountability Program. They provide service to Lanark, Leeds and Grenville and actively participate in collaborations such as situation tables and VTRA.

The risk of human trafficking has been increasing as a concern in recent years. It was identified as a risk encountered by 51% in the agency survey. The Brockville/Gananoque CSWB Plan notes there are isolated incidents within Leeds and Grenville, but the 401 corridor is major route for traffickers. Increasing education and awareness of how to identify and support victims of human trafficking is important.

A gap highlighted by in surveys, interviews and consultations, as well as in the Brockville/Gananoque CSWB Plan, is the lack of a rape crisis centre in Leeds and Grenville. The closest centres are in Ottawa or Kingston, necessitating travel and, possibly, removal of victims from community supports.

Strategies to Mitigate the Risk

Action	Enhanced supports for victims of domestic violence, sexual assault and human trafficking.
Evaluation	<ul style="list-style-type: none"> • Increased emergency shelter spaces for victims of domestic violence (including males) across the geography of Leeds and Grenville. • Increased number of transitional housing spaces for victims. • Increased inventory of safe spaces for meetings with clients. • Increased number of referrals by hospitals to services for victims of sexual assault (e.g. Assault Response and Care Centre).



Outcomes	<ul style="list-style-type: none"> • Victims of violence are supported with housing close to their community supports. • Victims of violence have access to outreach resources when not in a shelter situation over a longer term in order to help prevent a return to an abusive relationship. • More victims are provided access to deep trauma work. • Increased capacity for violence against women programs, including community-based sexual assault centre for Leeds and Grenville. • More “safe spaces” to meet with victims of violence across the geography. • Increased sensitivity to culture and diversity in programming. • Improved system navigation for victims of violence through appropriate referrals and liaison with partnering agencies.
Steps Needed	<ul style="list-style-type: none"> • Work with partners to strategize possibilities for increased housing supports for victims of violence (emergency temporary shelter, transitional housing). • Work with partners to advocate for increased funding support for VAW programs, including trauma support. • Work with partners to establish safe spaces for agencies to meet with clients in locations in rural areas that are not their homes. • Advocate for funding/resources for a rape crisis centre in Leeds and Grenville to enable victims to stay closer to home for support. • Work with partners to identify gaps in system navigation for victims of violence and establish protocols to improve.

Action	Address root causes of violence against persons through education, training and trauma-informed approaches.
Evaluation	<ul style="list-style-type: none"> • Increased number of training opportunities provided to all sectors (partnership approach). • Increased workplace training for diversity, inclusion and cultural sensitivity. • Education programs developed and delivered to address myths about sexual assault. • Decline in intimate partner violence statistics.
Outcomes	<ul style="list-style-type: none"> • Trauma-informed training and approaches become part of practices by human service agencies caring for victims of violence. • Strategy developed to work with perpetrators of violence in order to address root causes. • Education programs developed and delivered to address generational stereotypes about violence in women/family relationships and myths about sexual assault. • Increased diversity, inclusion and sensitivity protocols



	<p>incorporated into workplaces across public and private sector, schools, organizations and community groups.</p> <ul style="list-style-type: none"> • Increased opportunity for affordable couples counselling (and break down stigma around it) to alleviate stressors on families. • Supportive pro-social development and equity programming to help break the cycle.
Steps Needed	<ul style="list-style-type: none"> • Continue training opportunities with partners for police and community agencies in such areas as trauma-informed care, domestic violence and human trafficking (complements recommendations in the Brockville/Gananoque CSWB Plan).

Action	Support children in care, families and vulnerable/marginalized populations in a culturally responsive way.
Evaluation	<ul style="list-style-type: none"> • Number of training opportunities to increase inclusivity and diversity understanding within agencies. • Increased partnerships with community agencies to support inclusivity and diversity.
Outcomes	<ul style="list-style-type: none"> • Increased emphasis for marginalized groups and collaboration as a community from a cultural identity perspective. • Greater understanding created amongst professionals and broader community about personal bias and racism (e.g. LGBTQ and FNMI). • Municipalities, agencies and community groups have a better understanding of who they are serving, thus improving service delivery (customized as needed). • Coordination with Ontario Health Team as part of equitable health access goals. • Wraparound support strengthened for children/families with complex needs to facilitate keeping children out of care. • Reduced stigma around engaging with FCS; families not engaging due to fear, anxiety or previous negative experiences. • Inventory of and communication about services available to support new immigrants/families to Canada.
Steps Needed	<ul style="list-style-type: none"> • Strengthen connections with Indigenous community to facilitate appropriate supports for FNMI children in care. • Work with partners to support community trainings around racism, bias and inclusivity. • Advocacy for more funding resources to support kin families in order to keep children out of care where possible. Currently temporary benefits, for e.g. for grandparents who do not receive foster care funding. • Coordinate with OHT regarding equitable service delivery. • Work with Rideau Immigration Partnership to establish pathways



	of support for new Canadians and visitors to Canada/temporary foreign workers.
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3. Outcomes and Actions and Implementation

The legislation for Community Safety and Well-being plans indicates that once a municipal council has adopted its plan, it must be published according to regulations, and that the council “shall, in accordance with the regulations, if any, monitor, evaluate and report on the effect the plan is having, if any, on reducing the prioritized risk factors” (Police Services Act, 2018, c. 3, Sched. 1, s. 211 (6)). It must also, according to the Act, provide the Solicitor General with information regarding the adoption and implementation of the plan and its outcomes.

As of April 2021, the only regulations in place pertaining to CSWB plans were the completion deadline and the publication requirement. Public consultation has reflected that community partners would like to work together to follow through on the actions in the plan, and a coordinated approach is most appropriate.

Implementation should include evidence-based programs and strategies to address those priority risk factors.

An Implementation Team will take over once the Community Safety and Well-being Plan is complete and has been presented to the member municipalities. It is this team that will finalize and prioritize the actions in the plan. The composition of the Implementation Team, reporting frequency, mechanism and structure has not yet been finalized, but a draft plan has been developed and exists as a separate document.

Risks will be grouped into a themed approach for ease of implementation:

- **Community Development:** Collaboration of Partners; Poverty, Basic Needs and Food Security, including Income and Unemployment; Transportation; Rural Inclusion and Population-specific Risks, including Youth, Seniors and Indigenous People
- **Population Health:** Physical Health, Mental Health, Substance Use
- **Safety:** Domestic Violence, Sexual Assault, Human Trafficking

In order to achieve the actions within the plan, it will be critical for all partners to ensure good communication between working groups and sectors in relation to the plan’s activities, particularly to ensure goals are met in terms of regional objectives across a range of demographics and sectors.

The following is a summary of the themes, objectives, rationale and strategies upon which the implementation plan will be based, along with the strategic actions that will mitigate the risk to community safety and well-being.



Community Development: Collaboration of Partners; Poverty, Basic Needs and Food Security, including Income and Unemployment; Transportation; Rural Inclusion and Population-specific Risks, including Early Years, Youth, Seniors and Indigenous People.

Objective: Community Development – sustainable and continued community and economic development; increased connection to service, support, employment opportunities and social opportunities for all residents of the United Counties of Leeds and Grenville and the Town of Prescott.

Rationale: Social connection, community and economic health, and equity.

Collaboration of Partners

Action	Convene a Leeds and Grenville (including Brockville and Gananoque) multi-sectoral Community Planning Table to implement this community safety and well-being plan. Schedule sector-focused Partner Days for cross-sectoral knowledge sharing, network development, and assistance in implementation.
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Poverty

Action	Income: Target strategies for lone-parent families.
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Unemployment

Action	Unemployment: Community partners participate in promotion of education, trades, workforce training, retraining and employee development.
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Transportation

Action	Transportation: Develop a coordinated inter-municipal transportation system.
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Housing and Homelessness

Action	Housing and Homelessness: Convene Housing Task Force with broader membership for a networked response.
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Rural Inclusion

Action	Include rural residents in service delivery planning, and service the rural areas with a variety of program delivery methods to achieve health and service equity.
Action	Create a Leeds and Grenville Rural Community Developer position.

Priority Populations: Early Years

Action	Using ACES and EDI as a baseline, work collaboratively to effect positive outcomes; connect with lone-parent strategy.
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Priority Populations: Youth

Action	Examine access, service and program restrictions and determine a cross-sectoral advocacy approach.
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Priority Populations: Seniors

Action	Coordinated cross-sectoral approach to senior health and wellness.
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Priority Populations: Indigenous people

Action	Support to Indigenous people in efforts to be self-sustaining, to increase understanding of shared history and to support well-being and truth and reconciliation efforts
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Population Health: Physical Health, Mental Health, Substance Use

Objective: Enhance access to health, mental health and substance use supports across the United Counties in an equitable and inclusive manner.
Rationale: Access to supports provide the tools residents need to live a healthy life and prevent risk.

Substance Use

Action	Enhance access to addictions/substance use supports for youth and adults.
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Mental Health

Action	Coordination of efforts related to social determinants of health through Ontario Health Teams process
Action	Enhance communication about services, both inter-agency and to broader population.
Action	Improved crisis intervention through collaborative partnerships.

Safety: Domestic Violence, Sexual Assault, Human Trafficking

Objective: To prevent violence against persons across all demographics.
Rationale: Preventing violence helps to reduce incidents of victimization and crisis, while increasing feelings of safety and maintaining good health and well-being.

Domestic Violence, Sexual Assault, Human Trafficking

Action	Enhanced supports for victims of domestic violence, sexual assault and human trafficking.
Action	Address root causes of violence against persons through education, training and trauma-informed approaches.



Action	Support children in care, families and vulnerable/marginalized populations in a culturally responsive way.
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