

QUARTERLY NEWSLETTER

WWW.OAPSB/NEWS/NEWSLETTER



July – September 2025

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Message from the Chair

As we enter the fall season, this is a moment to re-establish focus and reaffirm the leadership role of police service boards in helping to shape the future of community safety. Governance in policing is not merely about compliance with legislation; it is about guiding police services through complex challenges with foresight, accountability, and a commitment to public confidence.

Over the summer, the OAPSB has been advancing work that positions boards to lead with greater clarity and influence. We are refining our advocacy agenda with government, enhancing training to reflect both the letter and the spirit of the Community Safety and Policing Act, and developing practical tools that will assist boards in overseeing budgets, evaluating performance, and engaging communities with credibility.

This fall, three strategic priorities will continue to guide our collective efforts:

- Strengthening Capacity and Implementation – ensuring boards have the frameworks and supports needed to govern effectively under the new Act.
- Embedding Evidence and Data in Oversight – enabling boards to make informed decisions and demonstrate accountability through transparent, outcome-focused measures.
- Amplifying the Voice of Boards – representing member perspectives at the provincial level and reinforcing the essential role of governance in public safety debates.

I encourage every board to take this season to set clear priorities, invest in governance excellence, and demonstrate leadership in public safety discourse. Together, we can elevate the profile and impact of police governance in Ontario.

Sincerely,

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



Message from the Executive Director

As we look toward the future of policing and public safety in Ontario, the role of governance has never been more important. This edition highlights the principles and practices that help boards build trust and strengthen effectiveness. Here are some key principals we have been working on to support boards on their journey to good governance.

Building Trust and Effectiveness: Principles and Best Practices for Good Governance in Policing and Public Safety

Strong governance is the foundation of effective policing and public safety. Across Ontario, police governance boards play a vital role in shaping the integrity, transparency, and responsiveness of law enforcement. The Ontario Association of Police Service Boards is committed to advancing governance that earns public trust and delivers meaningful results.

Transparency Builds Confidence

When decisions are made openly and information is shared clearly, communities feel empowered. Transparency is more than publishing reports. It means inviting the public into the conversation, explaining the rationale behind policies, and ensuring that oversight is visible and meaningful. Boards that embrace transparency foster a culture of trust that strengthens every aspect of public safety.

Accountability Drives Performance

Accountability is the engine of improvement. Police governance boards must hold their organizations to high standards while also reflecting on their own practices. This includes monitoring outcomes, reviewing conduct, and ensuring that policies align with community values. The OAPSB supports ongoing education and training for board members so they can lead with clarity and confidence.

Ethical Leadership Sets the Tone

Leadership is not just about authority. It is about example. Ethical leadership means making decisions that reflect fairness, respect, and a deep understanding of the communities we serve. Boards must champion equity, uphold human rights, and ensure that every policy reflects the dignity of all individuals. The OAPSB promotes inclusive governance that mirrors the diversity of Ontario and prioritizes the well-being of every resident.

Community Engagement Strengthens Legitimacy

Governance must be grounded in dialogue. When boards listen to their communities, they gain insight, build relationships, and create policies that reflect real needs. Engagement is not a checkbox. It is a continuous process of learning, adapting, and collaborating. The OAPSB encourages boards to go beyond consultation and build lasting partnerships with the public.

The OAPSB is proud to share expertise, insights, resources, and updates through our website and LinkedIn page. We invite you to follow us, explore our work, and join the conversation about what good governance looks like in practice. Together, we can build a public safety system that earns trust, reflects community values, and delivers results.

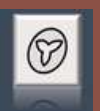


Lisa Darling, M.O.M.
Executive Director,
Ontario Association of Police Service Boards

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

Follow Along & Connect

Look for Our App available for iPhone and Android



Stronger Oversight: Ideas for Boards

Ontario's governance system is evolving, and boards are at the center of that change. Municipal Boards, OPP Detachment Boards, and First Nations Boards each face distinct challenges, but all share the goal of stronger oversight and safer communities. This section highlights the most pressing priorities and practical steps boards can take right now.

Municipal Police Service Boards

Stronger Oversight Starts in Your Own Boardroom

Municipal boards must evolve beyond periodic oversight. In a shifting legislative and societal context, your board should lead on governance culture, transparency, and public trust. The priorities below highlight both the ongoing responsibilities that define strong governance and the immediate issues requiring attention before year end.

- Governance budgeting is mission critical

Plan a dedicated governance budget line. Allocate funds for training, independent reviews, strategic planning, community engagement events, and board evaluations. Even small investments pay dividends in decision quality.

- Transparency builds legitimacy

Publish agendas, minutes, performance metrics, and annual reports in accessible formats. Use plain language summaries so the public can clearly follow decisions and outcomes.

- Accountability must be more than a checkbox

Develop a dashboard of oversight metrics including complaints trends, use of force reports, training compliance, and policy update status. Review these quarterly in public meetings and track follow up actions.

- Community engagement is essential

Use structured feedback tools such as surveys, workshops, and town halls. Report back publicly on what you heard, what changes you are making, and why. Boards must own the conversation, not simply listen.

- Use the **New** Governance Insights Section

The OAPSB Governance Insights series has covered topics like public feedback, meeting cadence, and the oversight mindset. Share these insights at the board table and use them as prompts for discussion and reflection. [See Governance Insights](#)

What needs your focus right now

- Review your policy register against the Community Safety and Policing Act and the new Protect Ontario Through Safer Streets and Stronger Communities Act (Bill 10, 2025). Confirm that your policies are current.
- Request a report from your Chief summarizing public order deployments in 2024–25 and ensure your board policy reflects provincial standards and local risks.
- Ask how your service plans to comply with the twelve guardrails issued by Ontario's Information and Privacy Commissioner for Investigative Genetic Genealogy.
- Request a briefing on the Ontario Association of Chiefs of Police 2025 resolutions which touch on investigative standards, broadband access for policing, and resource supports. Confirm what these mean locally.

OPP Detachment Boards

High Expectations, Practical Steps

Detachment boards operate under unique circumstances. Many are still establishing themselves, often in municipalities that have never had a police board. Administrative support varies, and the new multi-municipality structure adds layers of complexity. Despite these realities, the expectations for governance and oversight are now clearer in legislation. The focus needs to be on steady progress and building confidence in the role.

- Budgeting for governance

Boards sometimes rely heavily on municipalities for funding, which can limit independence. As budget season approaches, it is worth developing a dedicated board budget that covers governance needs such as training, legal advice, communications, and secretariat support.

- Reflecting local priorities

Detachment boards are responsible for multiple communities, each with unique needs. Reviewing local Community Safety and Well-Being (CSWB) plans and aligning them with board discussions helps preserve those differences while still working within the larger detachment framework.

- Strengthening engagement and transparency

Public engagement is particularly important for detachment boards, given the complexity of serving several municipalities. Consider communication strategies that include plain-language reports, rotating town halls, or digital surveys to build visibility and trust.

- Laying governance foundations

Some boards are still in the early stages of establishing bylaws, codes of conduct, and terms of reference. Building these tools now provides clarity for members and consistency across meetings.

- Navigating structural questions

Boards may need to clarify their insurance coverage, reporting expectations, and responsibilities under the Inspectorate's risk-based compliance framework. These are areas where guidance continues to evolve, and where proactive planning can help avoid confusion later.

What to focus on right now

- Begin preparing a board-specific budget for the upcoming municipal budget cycle.
- Review CSWB plans across your detachment and identify how they can inform local policing priorities.
- Develop a simple engagement plan to connect with residents in all municipalities within your detachment.
- Finalize foundational documents such as procedural bylaws and role descriptions.
- Seek clarity on insurance and reporting requirements to ensure compliance with the CSPA and Inspectorate expectations.

Use the resources available

Boards do not need to tackle these challenges alone. The OAPSB's Governance Insights section provides practical ideas, tips, and real examples that apply to all board types. Discussion Groups offer a cost-effective way to connect with peers, share templates, and problem-solve common challenges. Together with training programs and board resources, these supports are designed to help boards meet their obligations even when financial resources are limited.

First Nations Police Boards

A Distinct Path to Oversight and Community Safety

First Nations police boards carry a unique responsibility: to reflect Indigenous values while meeting oversight obligations under the Community Safety and Policing Act. Their approach emphasizes community legitimacy and reconciliation alongside regulatory compliance. This balance is essential for building trust and sustainable governance.

Culturally rooted governance

Many First Nations boards place priority on healing, cultural safety, relational accountability, and restorative justice. Oversight is most effective when it respects tradition rather than applying a one-size-fits-all model.

Tripartite and negotiated frameworks

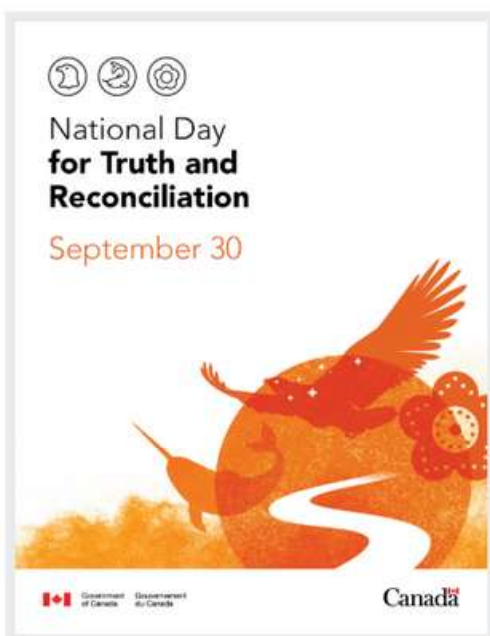
First Nations policing is shaped by agreements between federal, provincial, and First Nation governments. In Ontario, regulations under the CSPA define the policing area for a First Nation board, requiring careful coordination.

Flexibility in oversight

Boards may adapt certain policies to fit community realities while still maintaining transparency and fairness. A practical, culturally respectful approach helps ensure both compliance and legitimacy.

How OAPSB can help

Provide adaptable templates, policies, and oversight tools through the member portal.
Facilitate peer-to-peer learning and discussion groups tailored to First Nations board members.
Support orientation and training that blend statutory obligations with Indigenous perspectives on governance and community safety.



National Day for Truth and Reconciliation

September 30 is Canada's National Day for Truth and Reconciliation. It is an opportunity to reflect on the legacy of residential schools, honour survivors, and commit to ongoing reconciliation efforts in our communities. Police boards, in particular, have a role to play in ensuring oversight practices respect Indigenous voices and values.

Access Government of Canada resources [here](#)



Inspectorate of Policing Spotlight: What Boards Need to Know from the Inspector General of Policing's 2024 Annual Report

In July, I released my [2024 Annual Report](#) that details the Inspectorate of Policing's (IoP) first year of operations under the Community Safety and Policing Act (CSPA). My report, *On the Road to Excellence: A Year of Progress and Purpose*, highlights how Ontario's policing system is performing and how police service boards play a critical role in shaping the future.

Building a Culture of Data-Informed Decision-Making

One of the most significant developments highlighted in the report is the IoP's work to build a province-wide data and knowledge hub. This initiative is designed to support boards and police services in making more informed, evidence-based decisions when it comes to police governance and operations. Through tools like the Police Service Boards Information Form and the Policing Insight Statement, boards are invited to contribute data that reflects their local realities, challenges, and innovations.

This collaborative data effort is about creating a shared foundation for understanding what's working, where gaps exist, and how we can collectively improve. The IoP's approach emphasizes minimizing administrative burden while maximizing the value of insights. Boards that engage with these tools can expect to receive tailored feedback and interactive reports that help guide strategic planning, resource allocation, and performance evaluation. Over time, this shared data infrastructure will help build a clearer picture of policing across Ontario and support continuous improvement.

Navigating Oversight Through Partnership

The IoP's Enhanced Monitoring Framework is another key development that reflects a shift toward collaborative oversight. Rather than a punitive model, the Framework is designed to identify emerging issues early and work with boards to address them constructively. When concerns arise—whether related to governance, compliance, or systemic challenges—the IoP engages directly with boards to clarify expectations, offer advisory support, and co-develop action plans.

This process is grounded in transparency, fairness, and mutual respect. Boards are not left to navigate challenges alone; instead, they are supported by Police Services Advisors who bring sector knowledge and a problem-solving mindset. The goal is to ensure that boards have the tools, information, and guidance they need to fulfill their responsibilities effectively and confidently. Enhanced monitoring is a pathway to improvement, and boards are key partners in that journey.

Sharing Innovation and Leading Practice

Throughout my Annual Report, I highlight examples of innovation and leadership from police services and boards across Ontario. These stories—ranging from mental health response teams to youth engagement initiatives and diversity-focused recruitment strategies—demonstrate the policing sector's commitment to evolving and responding to community needs.

The IoP is working to create spaces where these practices can be shared, adapted, and scaled. In the Report, I detail future plans for an IoP Centre of Excellence, annual Inspector General Roundtables, and an IoP Advisory Collaborative, all designed to bring boards, chiefs, and oversight bodies together to exchange ideas, tackle common challenges, and improve performance across Ontario's policing sector. These initiatives reflect a belief that the best solutions often come from within the sector itself—and that by connecting people and ideas, we can raise the bar for everyone.

My 2024 Annual Report reinforces a powerful message that effective oversight builds public trust. Future annual reports will increasingly focus on the state of policing across the province—drawing on data, inspections, and sector-wide insights. With the right focus on transparency, accountability and collaboration, Ontario's policing system is well-positioned to meet the evolving needs of communities across the province.

Tools and Resources

[Visit the Member Portal](#)

Your OAPSB website: the hub for governance

The OAPSB website remains your go-to source for policies, templates, training, and the Governance Insights series. Content is continuously being streamlined so you can find what you need quickly. Have a look at the news tab, the new Governance Insight tab and the reorganizing going on in member resources.

A new website is coming soon that will be:

- Simpler to use with clear navigation.
- Built for growth so new resources can be added easily.
- Connected so one login links the portal, the app, and future training tools.

Don't forget about our Mobile app!

The OAPSB app for Apple and Android gives you direct access to resources and updates wherever you are. It will continue to grow alongside the new website.

Keep your board connected!

Some boards are still missing member contact details in Growthzone, the database we use for primary communication. To make sure all members have access to training, events, and resources, board contact details in the CRM should be reviewed regularly. Administrators play a key role in updating records, with chairs helping to ensure the process is complete.

Events & Engagement

Stay connected, stay informed

OAPSB provides members with a central hub for learning and engagement. Alongside OAPSB's own training sessions and peer discussions, we also share events and learning opportunities from our sector partners. Together, these touchpoints give members practical, affordable ways to strengthen governance. Register for events at <https://oapsb.ca/events/>

Trauma Informed Policing Conference - October 2 & 3



TRAUMA-INFORMED POLICING CONFERENCE
OCTOBER 2-3, 2025

VOICES OF CHANGE

Dr. Judy Carrington
Chief, Training & Development
Ontario Provincial Police

Kimberly Black
Public Safety Officer
University of New Brunswick

Dr. Carmen Gill
Professor
University of New Brunswick

CONFERENCE FOCUS AREAS
SHAPING THE FUTURE OF POLICING

- ▶ **UNDERSTANDING TRAUMA & ITS IMPACT**
Explore how trauma shapes thoughts, emotions, and decision-making in policing.
- ▶ **THE 4C FRAMEWORK**
Learn how the 4C framework offers police services a roadmap for a trauma-informed organization.
- ▶ **CREATING TRAUMA-INFORMED CULTURE**
Embed supportive practices and feedback strategies into every level of service.
- ▶ **STRENGTHENING OFFICER WELL-BEING**
Equip members to manage trauma, emotionally and personally.
- ▶ **AND MORE!**

LOCATION
Virtual Session
8:00 AM - 5:00 PM
Barrington, ON

REGISTRATION
Early Bird: \$150
Standard: \$275
After Sept 1, 2025, the standard registration fee will be \$300.

ACCOMMODATIONS
Group Rates at B&B on right of the Four Seasons
Shannon Barron

RESERVE NOW!

QUESTIONS?
Contact your OAPSB representative or training@oapsb.ca

Critical Thinking in Police Governance — October 6,



OAPSB VIRTUAL SESSION
CRITICAL THINKING SKILLS

Did you miss the Spring Conference & AGM?
Did you not get a chance to attend the biennial session for Critical Thinking Skills?
Did you attend but would like to review the session again?
Then you're in luck!
These sessions are free but registration is required.

Critical thinking in police governance - synchronous online offering.

This session provides an opportunity to enhance personal and professional critical thinking skills to real-world problems, as well as specific police governance issues.

During the session your trainer, Linda Stoyles, will discuss strategies to foster critical-thinking skills and engage the participants in self-reflection and metacognition activities that further develop one's ability to think critically. Practical application through the use of desktop scenarios/case studies based on realistic and relevant challenges to police governance bodies will be included.

2 SESSIONS TO CHOOSE FROM
8 SEPTEMBER 2025 OR 6 OCTOBER, 2025
18:00 - 19:30

FIND MORE INFORMATION AT
WWW.OAPSB.CA

Building Bridges at Blue - Evidence Based Policing Conference - October 9 & 10 - Currently Sold Out



Events & Engagement

Member Discussion Groups

Discussion Groups remain one of the most effective ways for boards to share challenges and find solutions together. Whether it's navigating the CSPA, preparing budgets, or improving community engagement, these sessions connect members with peers who face the same issues. These sessions are free with your membership but registration is required. Upcoming dates and registration are available through the Member Portal.



DISCUSSION FORMAT

Updates
Any previous open follow-up items and answers.
Updates from Ministry & ISP

Best Practice Sharing
Share and learn from your peers.
Ask questions that are top of mind for your board.

Discussion Groups
The Ontario Association of Police Service Boards (OAPSB) invites you to participate in our enriching discussion groups. By engaging in meaningful conversations with fellow community members, experts, and stakeholders, you can exchange valuable ideas and knowledge, share your insights, and learn from others' experiences.

Staying informed is another significant benefit of joining our discussion groups. You'll be up-to-date with the latest developments, trends, and challenges in policing, gaining access to exclusive information and resources that can help you make informed decisions.

Not a member of the OAPSB? Contact us for more information.

EVERY 3RD WEEK
Monthly
12:00 PM

TUESDAYS
Admin & Municipal Staff

THURSDAYS
Board Members

<https://oapsb.ca/events/>
training@oapsb.ca

Partner Webinar: GIS in Policing — **October 22**, hosted with Esri Canada.

GIS: The Backbone of Modern Policing

Geographic Information Systems (GIS) are no longer “tech nice-to-haves”, they are the foundation of modern policing. By linking data to place and time, GIS helps police services move from reactive responses to proactive, intelligence-led strategies.

In this 90-minute session, Shaun Hildebrand from Esri Canada will demonstrate how GIS supports everything from resource deployment and offender management to court-ready evidence and community safety. Attendees will learn what it means for police boards tasked with oversight, accountability, and community safety.



OAPSB
EXPERT PARTNER SERIES
Presents.....

esri Canada

esri Canada
JOIN
Shaun Hildebrand
Manager | Law Enforcement | Esri Canada Evidence Based Policing Solutions

22 October 2025
11:30 AM - 1:00 PM
Virtual On-Line Event

REGISTER NOW

- Learn how GIS powers proactive, data-driven policing
- See real Ontario examples, including the Firearm Bail Compliance Dashboard
- Discover how GIS supports board oversight and accountability
- Understand the role of GIS in Community Safety and Well-Being planning
- Gain governance questions to bring back to your next board meeting
- Relevant for municipal, OPP detachment, and First Nations boards alike

Fall Labour Conference — **November 25 & 26**, Toronto. Registration details available on the OAPSB website.



SAVE THE DATE

2025
OAPSB
LABOUR CONFERENCE
NOVEMBER 25 & 26

HILTON TORONTO AIRPORT HOTEL & SUITES
5875 Airport Rd, Mississauga, ON L4V 1N1



Events & Engagement

Reflections from the CAPG Conference

Editorial By: Lisa Darling, M.O.M.

Earlier this year, I was fortunate to sit on a panel at the CAPG Conference in Victoria, BC. The topic of this panel was Building and Maintaining Effective Relationships Between a Police Service Board and Chief.

This is an area I am very passionate about. We have all observed or been apart of unhealthy relationships between employers and employees and many of us have also experienced the productivity that results from a healthy positive relationship rooted in safety and belonging.

Although this topic is directed at a Municipal and First Nation Boards audience, the foundation of this message is important for all of us to remind ourselves of everyday.

“A team is not a group of people that work together. A team is a group of people that trust each other” – Simon Sinek
Police Boards and Chiefs Must Build Trust, Not Walls

In Ontario, police boards hold a profound responsibility: ensuring adequate and effective policing for the communities they serve. Chiefs, in turn, develop and manage the operational plans that make this mandate possible, with frontline members carrying them out. It is a system that depends not on conflict, but on trust. Yet too often, we hear of adversarial relationships between boards and Chiefs; perceptions that boards care only about the numbers while Chiefs fight for resources. This perception is not only false; it is dangerous.

When boards and Chiefs approach each other as opponents, the entire policing ecosystem suffers. An adversarial approach stifles innovation, erodes transparency, and breeds irrational decision-making. Collaboration does not mean blurred lines or overreach; it means cultivating respect for distinct roles while working toward shared outcomes. It means taking the time to explain the “why” behind decisions, building trust step by step, and recognizing that leadership is, above all, a team sport.

Conflict is inevitable, but dysfunction is not. Most disputes arise from three things: a lack of transparency, a lack of inclusion, or a lack of communication. None of these are insurmountable. By creating space for open conversations, inviting perspectives, and ensuring expectations are clear, boards and Chiefs can transform disagreements into opportunities for growth.

The stakes are never higher than during crisis. In moments of tragedy, heightened public scrutiny, or media pressure, leaders must know they are not alone. A Chief who does not feel safe with their board—or vice versa—may operate out of fear and self-preservation rather than clarity and vision. This dynamic damages not just the individual, but the entire service. Boards must make clear, in words and in action, that they stand behind their Chiefs and their members. Public support reinforces internal strength; silence erodes it.

This extends to one of the most pressing but often overlooked responsibilities of governance: supporting the mental health of Chiefs and deputies. Police leaders shoulder extraordinary operational pressures, but it is the organizational pressures—the culture—that most often weigh heaviest. Loneliness, fear of judgment, and lack of support corrode mental well-being and decision-making. Boards must model openness, check in with leaders, and cultivate a culture where acknowledging vulnerability is recognized as strength. After all, if a Chief does not feel safe, how can they be expected to foster safety within their service?

Strategic planning and budgeting provide further opportunities for boards and Chiefs to lead together, not apart. Plans and budgets must not be treated as paper exercises; they are roadmaps that demand shared ownership, transparency, and courage. They require boards to understand the values driving their service, ensuring those values resonate with their own values and the expectations of their communities. Boards are required to make hard decisions. These decisions must be well informed and made with compassion and integrity.

Performance management, too, should never be punitive. Done well, it is a growth tool rooted in shared accountability. If outcomes fall short, boards must ask: where have we failed to provide support? Leadership is not about apportioning blame—it is about cultivating resilience and enabling constructive dialogue.

At the heart of all of this is one principle: safety. When boards and Chiefs work together with trust and respect, we not only fulfill our mandate but also model the culture of integrity, compassion, and resilience that our members and communities deserve.

It is time to move away from adversarial postures and toward collaborative, values-driven leadership. Because in the end, caring about what people care about is not weakness. It is strength. It is accountability. It is character.

Training & Development

Building Confidence and Capacity Through Learning



Linda Skoyles, M.Ed.
OAPSB Training Specialist/Curriculum Designer

The Exit Interview as a Resource for Recruitment

With so much focus on recruitment in policing, and rightfully so, do you know what metrics or information your board is using to build your recruitment strategies?

Recently I read a research article “Leaving the Table: Organisational (in)justice and the relationship with police officer retention”, (Tyson, J. & Charman, S., 2025). The researchers conducted interviews to gather information about the increasing incidence of “voluntary resignation” by police officers in England and Wales. A situation not uncommon to police organizations worldwide.

Three (3) main themes emerged as to why officers were leaving voluntarily: (1) Lack of voice; (2) Lack of recognition of skills and experience; (3) Barriers to career development and progression.

Although not the focus of the research paper, the authors did ask a relevant and critical question for police organizations and police governing bodies to consider. Are the information and feedback gathered from exit interviews considered when building recruitment and retention strategies? Understanding why people leave, is as valuable as asking them why they wanted to become a police officer in the first place.

In your governance role, consider asking these questions:

- Does your service have a standardized process for completing exit interviews?
- Is an exit interview offered? Who is responsible for facilitating or overseeing the interview?
- When offered, how many people accept the offer and participate in the exit interview? (this number can provide critical insight).
- Are the responses or the process documented, or simply engaged in as ‘casual’ conversation? If the process is not recorded or reviewed, why not? And finally,
- What valuable information might your service or detachment board be losing by not analyzing this information and including it in your recruitment strategy?

The value in learning why people leave is undeniable in its relevance to recruitment and retention. Reflect on the three (3) themes identified in this research when developing your recruitment strategy to build for the future retention of your valued members.

Share your feedback or topic suggestions with Linda at linda@oapsb.ca.



Partner Perspective

Insights from Experts across the Policing Sector

OAPSB is proud to collaborate with partners who share our commitment to strong, effective police governance. In this issue, we feature contributions from organizations across the policing landscape, each offering tools, ideas, or perspectives that boards can put into practice.

These perspectives are not endorsements. They are curated contributions that bring forward timely issues, research, and innovations. By engaging with our partners, members gain a broader view of the challenges and opportunities shaping policing in Ontario today.

Look for:

- Practical tools that support your board's oversight role
- Updates on sector trends, from technology to training
- Thought leadership that can inform your discussions at the board table

Partner submissions will continue to appear in future editions, giving members access to a wide range of expertise and resources.

In this issue we are pleased to share the following contributions from our partners, each selected for their relevance to board governance and oversight.

GIS: The Backbone of Modern Policing



Geographic Information Systems (GIS) are transforming how police services operate. By connecting data to location, GIS empowers law enforcement to visualize crime patterns, predict incidents, and deploy resources proactively. This shift from reactive to data-driven policing enhances both public and officer safety.

GIS enables officers to respond to persistent community concerns—like drug activity or traffic violations—based on time, location, and complaint history. It also strengthens courtroom articulation by linking actions to documented data.

One of GIS's most powerful capabilities is real-time inter-agency data sharing. Tools like the Firearm Bail Compliance Dashboard, developed by Toronto, Durham and Ontario Provincial Police Services, track violent offenders across jurisdictions, aiding investigations and improving situational awareness. This initiative is expanding to all Ontario police services.

GIS also supports community well-being. Officers can locate nearby shelters or services and provide accurate referrals, improving outcomes for vulnerable individuals.

From offender management to missing persons, GIS integrates multiple datasets to deliver actionable intelligence. Officers receive real-time alerts and location-based insights, enhancing safety and effectiveness.

For Police Services Boards, GIS is a strategic investment—driving smarter decisions, better service delivery, and safer communities. It's not just a tool; it's the foundation of modern policing.

OAPSB Member Benefit: Medallion Insurance

Did you know that OAPSB members now have exclusive access to the Medallion Group Home and Auto Insurance Program by McFarlan Rowlands. This program offers discounted rates, flexible payment options, and dedicated member support, extending valuable coverage to both sworn and civilian members.

- Do all employees/members qualify?

Yes. With a group program in place for your association, all sworn and civilian members are eligible.

- What are the discounts available?

As a broker, we represent multiple insurance company partners with varying group discount tiers ranging from -5% to -25%. The OAPSB program provides the same discount for members as our police association groups, across the province.

- Is this program only for homes and cars?

No. The program has products available for all your personal insurance needs including boats, cottages, snow machines, ATV's, motorcycles etc.

- Are there any additional benefits?

Yes. Unlike regular retail insurance policies, additional savings are available with no added 3% service fee for monthly payment plans. Also, unique add-on coverages are included, only in group programs.

- Are you a call centre and where are you located?

No, Medallion is not a call centre and will you speak directly with your dedicated Member Services Account Manager. Our head office is located in Kitchener, Ontario.

- How do I obtain a quote?

Simply contact us by phone, email or visit our website to speak with a Broker regarding your insurance needs.



The graphic features the Medallion logo at the top, which includes a stylized 'M' in a circle and the text 'Medallion GROUP INSURANCE FOR FIRST RESPONDERS By McFarlan Rowlands'. Below the logo are three circular photos of people. The main text reads 'OAPSB Group Home & Auto Insurance Program' and 'Partner of First Responder Associations, for Over 50 Years'. A list of benefits includes: Over 10,000 Members strong, Exclusive discounts, MyMedallion Member portal, No fee monthly payment plans, In-house claims adjusters, Dedicated Member Services Broker, and Access to funding for community initiatives. A yellow button says 'Contact us for a quote!' with the phone number 1-800-339-9935, website www.medallioninsurance.ca, and email memberservices@mcfr.ca. A QR code is also present. At the bottom are icons for a car, motorcycle, house, and boat.

Driving change for women in policing

30Forward is a national movement, inspired by the U.S. 30x30 initiative, and tailored to the Canadian context. Its goal is clear: recruit, retain, and advance more women in policing while fostering an inclusive and supportive workplace culture.

Women remain underrepresented, especially in leadership roles, yet research shows that greater representation leads to stronger community engagement, higher public trust, and more effective policing. Persistent barriers such as recruitment challenges, workplace culture, work-life balance, and limited mentorship opportunities must be addressed.

30Forward focuses on five priorities:

- Recruitment and hiring
- Retention and family support
- Mentorship and leadership development
- Allyship and inclusive culture
- Building a national resource hub

The 30Forward Pledge launches at the CAN-SEBP Building Bridges Conference on October 9, 2025. It sets measurable commitments and accountability benchmarks to ensure equity and culture change across the policing profession.



The logo features a large yellow '30' and the word 'FORWARD' in blue. Below it is the tagline 'Shifting Culture, Inspiring Future Leaders' and the website 'Learn more at 30Forward.ca'.

Partner Perspective

Understanding the Value of Policing: Insights for Police Governance



At the upcoming OAPSB Labour Conference, Malatest will present findings from a landmark study conducted with RCMP K Division on the value of policing. This research offers a comprehensive framework for assessing the social and economic impact of police services; a timely resource for Boards seeking to align investments with measurable outcomes.

In addition to this study, Malatest can share tools that support evidence-based oversight including:

- **Social Return on Investment (SROI):** Quantifies the impact of policing expenditures to support funding decisions and public accountability.
- **Time Use Studies:** Analyze how officers allocate their time, informing staffing models and contract negotiations.
- **Performance Measurement Frameworks:** Track operational effectiveness and guide service improvements.
- **Labour Market Research:** Identify recruitment challenges and training gaps to support workforce planning.
- **Additional Services:** Including employee engagement, evaluations, and tailored data collection to meet governance needs.

We are looking forward to answering your questions at the conference and through the OAPSB regular webinar series.

Technology, Responsibility and the Role of Police Governance

Police Service Boards are increasingly called upon to evaluate technology investments through the lens of accountability, equity and long-term value. Axon's 2025 Responsibility Report outlines a framework that emphasizes innovation, sustainability and public trust. These principles align with the governance priorities of Boards across Ontario.

As Axon begins a relationship with the OAPSB, Boards will gain access to insights that strengthen oversight and strategic decision-making.

We see real value in creating opportunities for boards to be part of the conversation on emerging public safety technologies. Discussions are underway with Axon to explore a possible series of sessions that would allow members to share perspectives and learn from experts. While these plans are not yet finalized, we encourage you to watch for updates in upcoming communications. In the meantime, please feel free to read Axon's 2025 Responsibility Report



Partner Perspective

How to Fix Your Recruiting Funnel to Attract Fewer (But Better) Applicants



Recruitment: Why Quality Matters More Than Quantity

It is easy to recruit online with a plan that brings in hundreds of applicants. Many organizations take a “spray and pray” approach — blasting ads everywhere and hoping something sticks. But what is far more difficult, and far more valuable, is attracting fewer applicants who are truly qualified.

First responder roles require people who are not only skilled but also deeply committed to serving their communities. Too often, organizations are faced with an influx of applications from individuals who do not even meet the basic requirements. HR teams spend hours sifting through resumes, many of which are submitted by bots, auto-applicants, or candidates who simply do not qualify. This wastes time and buries strong applicants under a pile of maybes.

AI-polished resumes add another layer of complexity, making it harder to distinguish between those with genuine skills and those who simply know how to copy and paste.

High application numbers might look impressive on paper, but volume does not equal quality. The real value lies in identifying qualified candidates early in the process. This saves time, preserves resources, and ensures that the right people rise to the top of the list.

Read more about this in Responder Recruitment’s latest blog [How to Fix Your Recruiting Funnel to Attract Fewer \(But Better\) Applicants](#)

Tools and Resources

Your OAPSB website: the hub for governance

The OAPSB website remains your go-to source for policies, templates, training, and the Governance Insights series. Content is continuously being streamlined so you can find what you need quickly. Have a look at the news tab, the new **Governance Insight** tab and the reorganizing going on in member resources.

A new website is coming soon that will be:

- Simpler to use with clear navigation.
- Built for growth so new resources can be added easily.
- Connected so one login links the portal, the app, and future training tools.

[Visit the Member Portal](#)

Don’t forget about our Mobile app!

The OAPSB app for Apple and Android gives you direct access to resources and updates wherever you are. It will continue to grow alongside the new website.

Keep your board connected!

Some boards are still missing member contact details in Growthzone, the database we use for primary communication. To make sure all members have access to training, events, and resources, board contact details in the CRM should be reviewed regularly. Administrators play a key role in updating records, with chairs helping to ensure the process is complete.

Connect & Learn More

Final Thoughts

As the year winds down, boards across Ontario are preparing for their final meetings, often the catch all for everything that should be wrapped up before January. This is the perfect time to pause, reflect, and look ahead.

Take stock of the past year. What worked well? Where were the challenges? What lessons can you carry forward? Then think about where your board wants to be next year. Setting a clear vision now will help guide your planning and budgeting conversations in the months ahead.

Membership renewals are on the way, and with them comes another year of learning, engagement, and support. Beyond scheduled events, zone meetings, and board sessions, members can reach out at any time for help with policy updates, governance challenges, or training opportunities. Think of it as your bat signal for governance support. If your board is stuck or needs direction, OAPSB is here.

The year ahead will bring new resources, expanded training, and more opportunities to collaborate. Stay in touch, keep asking questions, and use your membership to its fullest. The stronger our connections, the stronger our governance will be.

Connect with OAPSB

As boards prepare for their final meetings of the year, this checklist can help ensure nothing is left behind. It is designed for all board types, with a few notes where Municipal Police Service Boards, OPP Detachment Boards, or First Nations Boards may have additional responsibilities.



1. Got and Idea for a topic?
2. Want to feature your board in upcoming newsletters?
3. Can't find what you're looking for?
4. Have you checked our new Governance Insights Blog?

email communications@oapsb.ca

Year End Governance Checklist: Core activities for every board

- Review progress against your 2025 priorities and identify lessons learned
- Confirm compliance with the Community Safety and Policing Act and any local regulations
- Ensure board member contact information is current in the OAPSB membership system so everyone receives important communications
- Review and approve a governance budget that includes training, community engagement, and administrative support
- Confirm all board policies are up to date and posted in formats that are accessible to the public
- Prepare notes and summaries for the annual report (June 30) and confirm timelines for submission to municipal partners or community stakeholders

Community Safety and Well-Being Planning

- Review local Community Safety and Well-Being (CSWB) plans and confirm how board priorities align
- For OPP Detachment Boards, make sure local action plans from each municipality are reflected in detachment priorities
- For First Nations Boards, confirm that governance practices respect community values and cultural safety commitments

Public engagement and accountability

- Confirm that a communication strategy is in place to report back to your community
- Plan at least one structured opportunity for public feedback in the year ahead
- Ensure your board's meeting schedule and minutes are posted on your board website, and build a plan to continue to improve the site.

Looking ahead

- Set a preliminary vision for 2026 priorities to guide planning and budgeting
- Identify training and development needs for board members and administrators
- Prepare questions or topics for your zone meeting that will support board growth and effectiveness