

Clear Expectations. Practical Tools. Real Progress.

GOVERNANCE IN MOTION

← Edition 6 Summer 2026

In This Edition

1. Transition to Police Governance Ontario
2. Message from the Chair
3. Message from the Executive Director
4. What Boards Should Be Focused on Now
5. Training Expansion and What It Means
6. Conference Highlights
 - Police Employment Conference
 - IPCO Conference
7. First Nations Governance Supports
8. New Website and Member Experience
9. Member Discussion Groups
10. June Conference Preview

Welcome to the Summer Edition

The past few months have marked an important period for police governance in Ontario. From the conversations and learning shared at our Spring Conference and Virtual Summit, to emerging legislative developments and election-year preparations, boards continue to navigate an evolving governance landscape.

This edition highlights key governance themes, emerging trends, member resources, and practical supports designed to help boards govern with confidence, consistency, and purpose.

Inside, you'll find conference and summit highlights, insights from the 2026 StrategyCorp Board Chair Survey, updates on Bill 119, new resources available through the Members Portal, and opportunities to continue the conversation through upcoming discussion groups and events. Thank you for your continued commitment to effective civilian police governance and safer communities.

Stay Connected with PGO

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





Al Boughton

**Chair
Police Governance
Ontario**

Message from the Chair

Over the past several weeks, Canadians have witnessed the tragic loss and injury of police officers in the line of duty. At the same time, we continue to see communities grappling with acts of hate, violence, social division, and growing concerns about public safety. We have also seen incidents that challenge public confidence and remind us of the importance of accountability within our institutions.

These events can sometimes appear contradictory. They are not. Strong public safety requires both trust in policing and confidence in the systems that provide oversight and accountability. One cannot exist without the other.

This is the environment in which police governance boards operate today. Our responsibility is not to choose between supporting police services and demanding accountability. Effective governance requires both. We must ensure that police services have the leadership, resources, and support necessary to meet increasingly complex demands while also maintaining the transparency and oversight that communities rightfully expect.

As we prepare for a period of transition across many boards in Ontario, this responsibility becomes even more important. Good governance provides continuity during change and stability during uncertainty.

The challenges facing our communities are significant. The opportunity for governance leaders to contribute to solutions is equally significant.

Message from the Executive Director

As Executive Director of Police Governance Ontario, I believe police governance is ultimately about people. It is about building public trust through strong, transparent oversight while recognizing and supporting those who serve our communities every day. Safe communities depend on both public confidence in policing and the knowledge that the officers who protect us are valued, respected, and supported. That is a responsibility that we all share.

Across Canada, five police officers have lost their lives in the line of duty in less than three months, three of them deliberately murdered while serving their communities. Several other officers have been seriously injured. Behind each of these tragedies are families whose lives have been changed forever, colleagues carrying unimaginable grief, and communities reminded of the tremendous sacrifices made by those who protect us.

Now, more than ever, we must stand together. We must continue to strengthen the relationships that underpin effective policing. We must continue to foster trust between police and the communities they serve. And we must never become indifferent to acts of violence directed at those who have chosen a profession dedicated to protecting others.

On behalf of Police Governance Ontario, we extend our deepest condolences to the families, friends, and policing colleagues of Sergeant Anaïs Fortin-Cozzens, Sergeant Brandon Malcolm, Provincial Constable Tarun Bali, Constable Marc Pinizzotto, and Constable Mohamed Lamine Benredouane. Their service, courage, and sacrifice will not be forgotten.



Lisa Darling M.O.M

**Executive Director
Police Governance
Ontario**

What Boards Should Be Doing Before the Next Election

1. Plan for Board

Transition & Continuity

- document current priorities
- prepare orientation materials
- identify unfinished work
- preserve institutional knowledge

2. Engage Your Community

- support Local Action Planning consultations
- connect with community partners
- identify emerging public safety concerns
- gather information beyond board meetings

3. Capture What You've Learned

- document governance practices
- review policies and procedures
- identify lessons learned
- prepare resources for future members

4. Ensure Transparency & Accessibility

- review website content
- update policies and governance documents
- confirm public information is current
- make key resources easy to find

5. Stay Informed on Emerging Issues

- monitor Bill 119 developments
- review Governance Insights
- participate in discussion groups
- understand governance implications early

GOVERNANCE PRIORITIES

Every quarter brings new responsibilities, emerging issues and opportunities for boards to strengthen their governance. Aligned with the governance work cycle, Governance Priorities highlights the key areas that deserve your board's attention now, helping you stay proactive, prepared and focused on the work that matters most.

This quarter, we're taking an expanded look at election readiness. While municipal elections occur only once every four years, thoughtful transition planning is one of the most important responsibilities of any board. The actions you take today will help preserve continuity, support incoming members and position your board for continued success.

Need Help?

Need a policy?

Need a sounding board?

Need help interpreting legislation?

Need governance advice?

We're here to help.

communications@policegovernanceontario.ca

WHAT WE'RE HEARING ACROSS ONTARIO



One of Police Governance Ontario's greatest strengths is the opportunity to listen. Through conferences, discussion groups, member consultations, governance inquiries and everyday conversations, common themes continue to emerge that are shaping police governance across the province.

This quarter, five key themes stand out.



1. GOVERNANCE IS AN ONGOING COMMITMENT

Effective governance extends beyond monthly meetings. Preparation, education, community engagement and relationship building all contribute to stronger decisions. Governance is an ongoing commitment, not a monthly event.



2. PUBLIC ENGAGEMENT MUST BE INTENTIONAL

Communities expect meaningful opportunities to be heard. Boards are increasingly recognizing that public engagement is most effective when it extends beyond formal board meetings and includes conversations with community partners, underrepresented groups and those directly affected by community safety issues.



3. GOOD DECISIONS DEPEND ON GOOD INFORMATION

Boards are seeking better access to meaningful information to support strategic oversight. Whether through community consultation, local safety data, governance resources or shared experiences from other boards, informed governance begins with informed decision-making.



4. PREPARING FOR TOMORROW STARTS TODAY

With municipal elections approaching, boards have an opportunity to preserve momentum by documenting priorities, supporting knowledge transfer and planning for leadership transition. Good governance creates continuity, ensuring important work continues regardless of changes in board membership.



5. SUPPORT MUST MEET BOARDS WHERE THEY ARE

No two police governance boards are exactly alike. They differ in experience, governance maturity, community context and available resources. As governance expectations continue to evolve, boards are looking for practical support that reflects their current realities while helping them build confidence, capacity and effectiveness over time.



These conversations are helping shape Police Governance Ontario's priorities and the resources, learning opportunities and Governance Insights we continue to develop for boards across Ontario.

Learning Together

LOOKING BACK

We've had an incredible season of learning, dialogue and connection. Thank you to everyone who joined us for our signature events this spring.



PGO events give us the knowledge, confidence and connections to lead with impact.
– Conference Participant

2026 Spring Conference

Stronger Governance. Safer Communities.

Our annual conference brought together board members, police leaders, experts and partners for two days of insightful conversations and practical takeaways.

Key themes that shaped our conversations:

- Governance in a time of complexity and change
- Community trust and legitimacy
- Strategic oversight and risk
- Supporting police leadership and wellbeing
- Innovation and the future of policing



BY THE NUMBERS

350+
Attendees from across Ontario

30+
Expert speakers and facilitators

40+
Sessions, panels and roundtables

1
Shared commitment to stronger governance

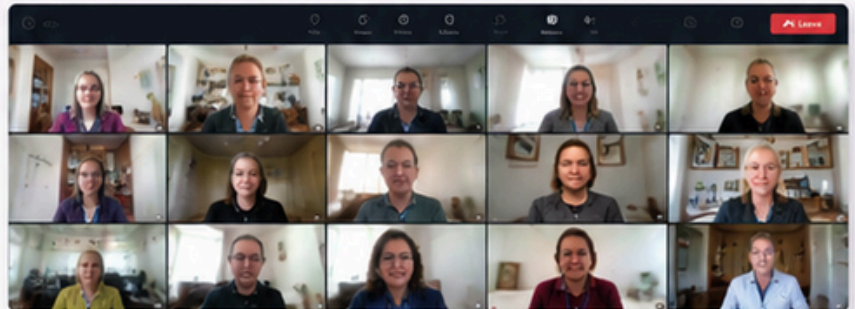
Administrator Virtual Summit

A new space. A strong start.

Our first-ever virtual summit for administrators created a dedicated space to learn, share and connect on the unique challenges and opportunities administrators navigate every day.

Key takeaways:

- Strength in a growing network
- Practical tools and real-world solutions
- Collaboration that supports strong boards



Did You Miss It?

Session materials, highlights and selected recordings are or will be available in the Members Portal.

Keep the learning going!

Explore resources, tools and insights from both events to apply at your next board meeting.



Learning doesn't stop here.

Discussion groups, roundtables and webinars offer ongoing opportunities to connect, ask questions and learn from one another.

See what's ahead on the Events Calendar.

Scan the QR code on the next page or visit the Events Calendar for upcoming opportunities and to register.



Learning Together

STAYING CONNECTED

The conversations don't end when an event concludes. Throughout the year, Police Governance Ontario creates opportunities for members to connect with peers, explore emerging issues, share practical experiences and continue building governance excellence together.

There's a place for you in the conversation.



“The value of these conversations is in the relationships we build and the ideas we take home.”
– Conference Participant



Board Member Discussion Groups

A collaborative space where board members discuss current governance challenges, exchange ideas and learn from one another's experiences.



Administrator Discussion Groups

Focused conversations designed specifically for board administrators, offering practical solutions, peer support and opportunities to share approaches from across Ontario.



First Nations Governance Roundtable

A dedicated forum that brings together First Nations police governance leaders to share experiences, discuss emerging issues and explore governance approaches that reflect the unique realities of First Nations policing.



Webinars & Special Learning Opportunities

Timely virtual sessions that provide practical guidance, expert perspectives and updates on issues affecting police governance boards.



Your Gateway to Learning

Everything happening at PGO is now in one place.

Visit the Events Calendar to stay informed, find learning that fits your needs and never miss an opportunity to connect.

Check often – new opportunities are added throughout the year!

In the Events Calendar you can:

- Register for upcoming events
- Browse learning opportunities by month
- Read event descriptions
- Access registration links
- Stay informed about newly added programming

Scan to Explore Events Calendar



or visit:
[members.
policegovernanceontario.ca
/dashboard/events](https://members.policegovernanceontario.ca/dashboard/events)



When we learn together, we govern stronger.

We look forward to seeing you at an upcoming discussion group, roundtable, webinar or event.

We're in this together.

AROUND THE GOVERNANCE TABLE

Developments. Decisions. Perspectives.
Shaping Police Governance in Ontario.

Police governance continues to evolve through legislative change, emerging research, new resources and provincial initiatives. ***Around the Governance Table*** keeps members informed about the developments shaping police governance in Ontario, explains what they mean for boards, and highlights how Police Governance Ontario is supporting members through change.



LEGISLATION
& POLICY



GOVERNANCE
IN PRACTICE



OVERSIGHT
& ACCOUNTABILITY



TRENDS
& INSIGHTS

“

Strong governance starts with staying informed and engaged.

Bill 119: What Boards Should Know

Ontario's Bill 119 proposes a number of amendments to the Community Safety and Policing Act, 2019 and several related statutes. While the Bill has attracted considerable attention, it is important to remember that it has not yet completed the legislative process. As with any proposed legislation, amendments may be made before it receives Royal Assent and comes into force.

Police Governance Ontario has completed an initial review of the proposed changes and is actively monitoring the Bill as it progresses through the Legislature. While many of the proposed amendments are administrative or intended to improve consistency across the policing sector, several provisions could have implications for police governance boards.

What We're Watching

Rather than speculate on the final outcome, PGO is focusing on the areas most likely to affect governance responsibilities, including:

- changes affecting the relationship between boards and the Ministry;
- proposed amendments related to strategic planning and governance accountability;
- changes affecting board responsibilities and oversight;

- expanded authorities and responsibilities of the Inspector General; and
- any amendments that could affect the governance role of police service boards and OPP Detachment Boards.

As the Bill continues through the legislative process, we will assess both the proposed wording and the practical implications for boards across Ontario.

Police Governance Ontario will continue to monitor Bill 119, engage with the Ministry where clarification is required, and provide members with timely updates as the legislation progresses. Should the Bill be enacted, PGO will develop practical guidance, educational resources and learning opportunities to help boards understand and implement any changes affecting their governance responsibilities.

Current Status

At the time of publication, Bill 119 remains before the Legislature and is not yet in force. Boards are not required to change their governance practices unless and until the legislation is enacted and any associated regulations come into effect.



Did You Know?

PGO continually monitors legislative, regulatory and policy developments affecting police governance so members can focus on governing with confidence.



Section 220: PGO Seeking Clarification on Municipal Board Implications

Section 220 of the Community Safety and Policing Act, 2019 was raised during the labour update discussion at the Spring Conference and has prompted important questions for municipal police service boards.

The issue is not simply what the section says, but how it may be applied in practice. Recent discussion connected to Waterloo highlighted recommendations that may not translate easily to every municipal police service board. What may be workable for one board, service, labour environment, or municipal structure may create practical or governance challenges elsewhere.

Following the conference, PGO requested feedback from municipal boards to better understand how members are interpreting the issue and what concerns may arise locally. We appreciate the five boards that responded and shared their perspectives.

Why This Matters

This issue applies to municipal police service boards only.

For affected boards, the concern is ensuring that any interpretation or recommended practice supports good governance without creating unintended consequences. Boards need clarity on their responsibilities, their relationship with the Chief, their role in labour-related matters, and how any expectations under Section 220 should be applied consistently and practically across different municipal policing environments.

A one-size-fits-all approach may not work. Boards differ in size, administrative capacity, labour context, municipal relationships and governance maturity. Any guidance must recognize those realities.

What PGO Is Doing

PGO is continuing discussions with the Ministry to seek clarification on Section 220 and its implications for municipal police service boards.

Our goal is to ensure that boards receive guidance that is clear, practical and grounded in the realities of local police governance. As clarification becomes available, PGO will share further information with affected members.

For now, municipal boards should continue to monitor this issue and bring forward any questions or concerns that may help inform PGO's ongoing discussions with the Ministry.

What's on Your Board's Agenda?

Police Governance Ontario is strongest when we learn from one another.

What governance challenges is your board working through? What innovative practices have you developed? What questions are you hearing from your community?

We're always looking for ideas that can help shape future resources and conversations, including:

- ✓ Governance Insights articles
- ✓ Discussion Group topics
- ✓ Webinars and learning sessions
- ✓ Conference presentations
- ✓ Governance guides and templates
- ✓ Local board resolutions and promising practices

If your board has developed something that could benefit others; or if there's a governance topic you'd like PGO to explore, we'd love to hear from you.

Email us at:

communications@policegovernanceontario.ca



Together, we're building governance knowledge for boards across Ontario.

Inspectorate of Policing Intelligence Hub

The Inspectorate of Policing recently launched the Intelligence Hub, a new online resource designed to improve access to policing information across Ontario. While many boards are still becoming familiar with the platform, it represents an important step toward making policing data and performance information more accessible.

For police governance boards, access to reliable information is essential to effective governance. The Intelligence Hub has the potential to support informed discussions, identify emerging trends and provide additional context for strategic decision-making.

What We're Watching

As the Hub continues to evolve, PGO is exploring several questions from a governance perspective, including:

- What information is available to boards?
- How should boards use the information as part of their governance responsibilities?
- What data is available for municipal police services and what, if any, information is available for OPP Detachment Boards?
- How can the information support strategic planning, oversight and community safety discussions?
- What training or guidance may be needed to help boards interpret and apply the information appropriately?

PGO's Perspective

Rather than simply encouraging boards to use the Intelligence Hub, PGO believes it is important to first understand its intended governance purpose and practical application.

We are currently working with the Inspectorate to better understand the platform, its intended use and opportunities to develop future guidance and learning resources for police governance boards.

As our understanding grows, we look forward to helping members make effective use of this new resource in support of informed governance.

What We Hope to Answer

- What data is available?
- How should boards use it?
- What training is needed?
- How does this support governance?

NEW IN THE MEMBERS PORTAL

Tools, resources and guidance developed to support your governance journey.



The Members Portal *is where PGO's knowledge lives.*



VISIT THE MEMBERS PORTAL

Everything you need to lead with confidence.
Tools. Knowledge. Community.



Scan to log in or explore more resources.

PGO TIP

Make the Members Portal Work for You

Your dashboard is the first page you'll see when you log into the Members Portal, and you can personalize it to display the information that's most important to you.

STEP 1 From your dashboard, click **Customize**

STEP 2 Add, remove and arrange your **widgets**

STEP 3 Save your dashboard

Once you've arranged your dashboard the way you like it, click **Update Dashboard** to save your changes.



A personalized dashboard makes it easier to stay informed about new resources, upcoming events and the latest activity in the Members Portal.

TIP: Your dashboard can evolve as your role changes. Whether you're a Board Chair, Board Member or Administrator, customize it to surface the information you access most often.



RECENTLY ADDED TO THE MEMBERS PORTAL

Fresh content. Practical tools. Relevant updates.



GOVERNANCE GUIDES

- **Annual Reporting Guides** (Municipal & OPP)
- **Annual Governance Work Cycles** (Municipal & OPP)
- **Closed Meetings Guide**
- **Board Evaluation Guide**
- **Information Sharing Protocol** (Municipal)
- **Local Action Planning Guide** (Updated)
- **Police Chief Evaluation Guide**
- **Detachment Commander Evaluation Guide**



CONFERENCE & LEARNING RESOURCES

- **Spring Conference session summaries**
- **Administrator Virtual Summit materials**
- **Presentation handouts & slides**
- **Governance presentations**
- **Speaker resources**
- *And more!*



ADVOCACY & LEGISLATIVE UPDATES

- **Bill 119 updates**
- **Section 220 resources**
- **Member briefings**
- **Advocacy submissions**
- **Provincial consultation documents**
- **Legislative updates**
- *And more!*

— COMING THIS SUMMER!

OPP DETACHMENT BOARD GOVERNANCE & POLICY MANUAL

One of Police Governance Ontario's largest governance initiatives is nearing completion.

In collaboration with the Ministry, we are developing a comprehensive OPP Detachment Board Governance & Policy Manual supported by 38 practical governance templates created specifically for OPP Detachment Boards.

Once released, it will be one of the most comprehensive governance resources available to OPP Detachment Boards in Ontario.



PRACTICAL GUIDANCE



BUILT FOR BOARDS



STRONGER GOVERNANCE



BETTER OUTCOMES FOR COMMUNITIES



38

GOVERNANCE TEMPLATES

Practical. Relevant. Ready to use.

Supporting strong governance every step of the way.

NEW!

LOCAL BOARD RESOLUTIONS

A NEW RESOURCE IN THE MEMBERS PORTAL

Explore how police governance boards across Ontario are addressing today's challenges.

Our new library of Local Board Resolutions provides real examples from your colleagues on **emerging governance issues**, **local priorities** and **legislative matters**.



LEARN FROM OTHERS

See how boards are tackling key issues.



SAVE TIME & RESEARCH

Access ready-to-use language and ideas.



STRENGTHEN GOVERNANCE

Make informed, confident decisions for your community.



A Moment to Recharge

As we wrap up a busy first half of the year, the PGO team will be taking some well-earned time to rest and recharge over the summer.

Since January, we've been focused on supporting Ontario's police governance community through new governance resources, conference planning and delivery, advocacy, discussion groups, webinars, Governance Insights, legislative monitoring and the continued expansion of the Members Portal. We remain committed to providing timely, practical support to our members, and that commitment doesn't change.

Over the summer months, you may notice that responses take a little longer as team members take scheduled vacation time and work at a slightly slower pace. During extended absences, our out-of-office messages will let you know who to contact if your inquiry requires immediate assistance.

Thank you for your continued support, collaboration and engagement. We appreciate the opportunity to work alongside boards across Ontario and look forward to continuing that work with renewed energy in the months ahead.



COMING UP AT PGO

A preview of upcoming opportunities to learn, connect and strengthen governance across Ontario.



BOARD MEMBER DISCUSSION GROUPS

Now offering both daytime and evening sessions

Join fellow board members from across Ontario for peer-to-peer conversations about current governance issues, emerging questions and shared board experiences. These sessions provide a practical space to learn from colleagues, discuss common challenges and stay connected to issues affecting police governance across the province. Board Member Discussion Groups are held approximately every third Thursday of the month. Beginning in September, each session will be offered twice; once during the day and once in the evening, making it easier for members to participate.

Practical updates. Shared experiences. Stronger governance conversations.



ADMINISTRATOR DISCUSSION GROUPS

Designed specifically for board administrators and board support professionals, these sessions provide a forum to discuss emerging issues, share practical solutions and learn from colleagues performing similar roles across Ontario.

Topics are driven by current priorities and member questions, with recent discussions exploring annual reporting, meeting administration, governance resources, legislative changes and board operations. Each session combines practical updates with opportunities for open discussion and peer learning.

Administrator Discussion Groups are held approximately every third Thursday of the month, with dates and registration available through the PGO Events Calendar.

Practical solutions. Shared expertise. Stronger board administration.



FIRST NATIONS GOVERNANCE ROUNDTABLE

Continuing the conversation

The First Nations Governance Roundtable provides a dedicated space for all First Nations police governance bodies and governance representatives to connect, share experiences and explore the unique opportunities and challenges of police governance within First Nations communities. Whether your police service operates under the Community Safety and Policing Act, a self-administered policing agreement, or another governance model, the Roundtable is intended to support open dialogue, shared learning and the exchange of governance knowledge and promising practices.

Building on conversations from our Spring Conference and recent engagement with First Nations governance leaders, PGO is working with participants to shape the future direction of the Roundtable and ensure it reflects the priorities, perspectives and governance needs of First Nations communities.

Together, we're building a forum for collaboration, learning and governance excellence.

COMING SOON...



**WATCH FOR
EVENTS UPDATES AND NOTIFICATIONS**

Governance in a Reactive World: Special Online Session

One of the sessions originally scheduled for the 2026 Spring Conference will now be offered as a special online learning opportunity for all members.

Police governance operates in an environment that is constantly responding to urgent issues, changing priorities and increasing public expectations. This session explores how boards can remain focused on strategic direction, meaningful oversight and long-term governance excellence without being pulled into the reactivity of the policing environment.

Participants will be introduced to several practical governance models developed by Police Governance Ontario, including the Governance Continuum, the Governance Production Cycle, and an integrated framework that demonstrates how governance work, relationships, communication, engagement and governance principles work together to sustain governance excellence over time. Whether you attended the Spring Conference or were unable to join us, this session offers an opportunity to explore one of PGO's newest governance frameworks and reflect on how boards can strengthen intentional governance in increasingly complex policing environments.

 **EVERY EVENT, DISCUSSION GROUP AND WEBINAR IS POSTED
IN THE PGO EVENTS CALENDAR.**



Scan the QR code or visit the Members Portal to register and stay informed about upcoming learning opportunities.



What the StrategyCorp Survey Means for Your Board: Special Virtual Learning Session

The 2026 StrategyCorp Police Board Chair Survey generated considerable interest leading up to this year's Spring Conference. While we were unable to accommodate the presentation within our conference program, Police Governance Ontario is pleased to partner with StrategyCorp to bring this important discussion to members through a dedicated virtual session.

Join the StrategyCorp team as they present the survey findings, explore emerging trends in police governance across Ontario and discuss what board chairs are telling us about today's governance environment. Following the presentation, participants will have an opportunity to reflect on what these findings may mean for their own boards and consider practical governance opportunities as police governance continues to evolve.

Whether you attended the Spring Conference or are seeing the survey results for the first time, this session will provide valuable context and an opportunity to engage directly with the team behind the research.