

Preparing for Change. Protecting Continuity. Moving
Governance Forward.

GOVERNANCE IN TRANSITION

— Edition 7 Fall 2026

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Governance Doesn't Pause for Transition

Ontario's police governance community is entering another period of change. Municipal elections will bring new appointments, new relationships and, for some Boards, significant changes around the governance table. New members will arrive with questions, while returning members carry forward valuable knowledge and experience.

But the work of the Board continues.

Budgets still need to be set. Governance responsibilities remain. Communities still expect effective oversight. And increasingly complex policing issues continue to require informed, thoughtful governance.

Over the past year, PGO has focused on building the practical tools, guidance, learning opportunities and support Boards need. As we enter this next period, the challenge shifts from simply having access to good information to putting it into practice. **The next step is using them.**

The next step is using them. Good governance is not achieved simply because information is available or a resource has been downloaded. It happens when Boards ask better questions, make deliberate decisions, prepare for what is coming and put what they know into practice. This edition of Governance in Transition is designed with that in mind. We look at protecting continuity through the coming election, the tools and resources already available to Boards, changes ahead for PGO membership and Zones, and new opportunities to learn, connect and strengthen governance practice. Transition does not have to mean starting over. It is an opportunity to carry forward what is working, address what isn't and prepare the next Board to move forward from a stronger starting point. Good governance continues, even when the people around the table change.

IN REMEMBRANCE



Remembering Bruce Chapman, O.O.M.

Police Governance Ontario joins colleagues across Canada's policing and public safety community in mourning the passing of Bruce Chapman, O.O.M.

Bruce dedicated much of his life to policing and public safety. His 40-year career with Peel Regional Police was followed by leadership with the Peel Regional Police Association and the Police Association of Ontario, and later by work that continued to connect him with policing professionals across Canada.

Bruce was also part of our own history, serving for a time as Executive Director of the Ontario Association of Police Services Boards, now Police Governance Ontario. He was a valued collaborator and partner who understood the importance of relationships across policing and police governance.

But Bruce was much more than the positions he held. He was a dependable friend, a generous colleague, an avid golfer and someone who knew how to laugh. He made an impression wherever he went and earned the respect of people from across the policing community, not simply for what he accomplished, but for the person he was.

PGO extends our sincere condolences to Bruce's family, friends and the many colleagues whose lives he touched.

He will be deeply missed and warmly remembered.

IN SERVICE.
IN LEADERSHIP.
IN MEMORY.



A Difficult Season for Policing

Remembering those we have lost. Standing with those who continue to heal.

The past several months have brought an extraordinary measure of loss and injury to policing communities across Canada. Since the spring, five police officers in Ontario and Quebec have died in the line of duty: **Sûreté du Québec Sergeant Anaïs Fortin-Cozzens**, **OPP Sergeant Brandon Malcolm**, **OPP Provincial Constable Tarun Bali**, Toronto Police Service **Constable Marc Pinizzotto** and Service de police de la Ville de Montréal **Constable Mohamed Lamine Benredouane**. Durham Regional Police Service **Constable-in-Training Tyrone Magbitang** also lost his life while travelling to the Ontario Police College.

Others have faced long roads to recovery. Two RCMP officers in Saskatchewan suffered serious, potentially life-altering injuries after being shot while responding to a call in June. A Durham constable-in-training was critically injured in the collision that claimed Magbitang's life. Toronto officers have suffered serious injuries in separate incidents this summer. And most recently, Belleville Police **Constable Jeff Smith** was critically wounded while protecting members of the community gathered at the Sons of Jacob Synagogue on Yom Kippur.

Behind every death and serious injury are families, colleagues, police services and communities whose lives are changed with them. The cumulative weight of these events has been felt throughout Canada's policing community.

PGO remembers those who have been lost, stands with those who continue to recover, and recognizes the officers, civilian members, leaders and families who continue to serve while carrying that loss.

We remember those we have lost. We stand with those who continue to heal.

READY FOR TRANSITION?

If your Board changed tomorrow,
could the next group pick up where you left off?



Municipal elections will bring change to many police governance tables. Some Boards will welcome several new members. Others may experience changes in municipal leadership, administration or support arrangements. For some OPP Detachment Boards, even the municipality providing administrative support may change.

The goal is not to eliminate disruption. It is to make sure important knowledge, decisions and unfinished work don't disappear with the people who currently hold them.

4 THINGS TO CHECK NOW



1

KNOWLEDGE

Have we documented what the next Board needs to know, including current priorities, key decisions, outstanding issues and important relationships?



2

CONTINUITY

Have we talked with our municipality or municipalities about appointments, timelines, administrative support and how continuity will be protected through the transition?



3

WORK

Have we identified what must continue through the election period and what unfinished work needs to be carried forward to the next Board?



4

RESOURCES

Does our 2027 budget reflect what the Board actually needs to govern effectively, including administration, training, engagement and other governance responsibilities?

If the answer to any of these is “not yet,” now is the time.

PGO has already developed transition, budgeting and governance resources to help Boards prepare. The work now is not to create another plan. It is to use the tools available, have the necessary conversations and make the decisions that will protect continuity.



BEFORE YOUR NEXT BOARD MEETING

Put transition readiness on the agenda.

Ask one simple question:

“What could fall through the cracks if the people around this table change?”

Then identify who is responsible for making sure it doesn't.

THE TOOLS ARE HERE. THE NEXT STEP IS YOURS.

Over the past year, PGO has expanded the practical support available to Ontario's police Boards. New guidance, templates, discussion forums, legislative updates, governance tools and learning opportunities have been developed in direct response to the questions and challenges we hear from members.

But a resource only creates value when it is used. Good governance requires more than knowing where to find an answer. It requires Boards to bring that information into their discussions, decisions and practices.

FROM RESOURCE TO PRACTICE



FIND IT

Use PGO resources to understand the issue and your Board's responsibilities.



DISCUSS IT

Put the issue on the agenda. Ask questions. Make sure the Board understands what it means locally.



APPLY IT

Turn the discussion into a decision, practice, policy or action.



REVIEW IT

Come back to it. Did it work? Has anything changed? What needs attention next?

WHAT DOES THAT LOOK LIKE?



You downloaded the Governance & Work Cycle.
Has your Board used it to plan its own year?



You received the election transition guidance.
Has transition readiness appeared on a Board agenda?



You attended a Discussion Group or Zone meeting.
Did anything you heard come back to your Board for discussion?



PGO CAN PROVIDE THE TOOLS. YOUR BOARD PUTS THEM INTO PRACTICE.

PGO will continue to provide information, practical tools, learning opportunities, peer connections and direct support. We can help Boards understand their responsibilities, identify good governance practices and navigate emerging issues. The next step happens at your Board table.



ONE QUESTION FOR YOUR NEXT MEETING

"What is one PGO resource, conversation or piece of guidance we have received that should change something about how we govern?"

Pick one. Put it on the agenda. Do something with it.



LOOKING FOR SOMETHING?

It's on the Members Portal.

Guides, templates, training, discussion groups, legislative updates and practical tools — all in one place.

VISIT THE
MEMBERS PORTAL



BUDGETING FOR GOVERNANCE

Start with the work. Then build the budget.

As Boards prepare for 2027, it can be tempting to start with last year's budget, adjust the numbers and move on. Start somewhere else.

Start with the work.

What responsibilities will the Board need to fulfill? What does it want to accomplish? What risks need attention? What learning, engagement, professional advice, technology and administrative support will be required?

Only then ask what it will cost.

The objective isn't a bigger budget.
It's an intentional one.



WHAT DOES IT ACTUALLY TAKE TO GOVERN?

Your Board budget may need to provide for:



ADMINISTRATIVE CAPACITY

Meeting support, records, financial administration, deadlines, reporting and the work that happens between meetings.



BOARD DEVELOPMENT

Orientation, mandatory and additional training, conferences and ongoing governance education.



PROFESSIONAL SUPPORT

Access to legal, labour, governance, communications or other independent expertise when required.



ENGAGEMENT & COMMUNICATIONS

Community engagement, public information, website requirements and communications.



SYSTEMS & INFRASTRUCTURE

Technology, cybersecurity, records and information management, insurance, meeting requirements and other operating costs.



GOVERNANCE WORK

Planning, policy development and review, evaluation, committee work, performance oversight and governance improvement.



COUNT WHAT YOU DON'T SEE

Some of the resources supporting your Board may never appear on the Board's financial statement.

Who prepares agendas and minutes? Maintains records and the website? Handles payments? Provides meeting space, technology, IT, communications or administrative support?

Municipalities, police services, First Nations and other partners may currently provide some of these resources directly or in-kind.

They still have value.

Understanding your full governance footprint helps identify what it actually takes to support the Board and where continuity risks may exist if people, agreements or support arrangements change.



BUDGET FOR THE BOARD YOU'RE GOING TO HAVE

The 2027 budget has another dimension: **transition**.

For many Boards, membership and leadership may change. Some OPP Detachment Boards may also experience changes in administrative or lead-municipality responsibilities.

Think ahead to:

- Orientation & onboarding
- Mandatory training where applicable
- Governance education
- Knowledge transfer
- Records & document continuity
- Technology & system access
- Policy & work-plan handover
- Administrative support

The Board approving the budget today may not be the Board using it tomorrow.

Transition planning is part of preserving governance capacity.



BEFORE YOU APPROVE THE BUDGET, ASK:

1

What changed?

What is new, different or no longer required?

2

What are we trying to accomplish?

Can we connect resources to priorities, actions and intended outcomes?

3

What happens if we don't fund it?

What risk, delay or loss of capacity would that create?

4

Have we looked at the alternatives?

Can existing resources be used differently? Are there opportunities for shared services, different delivery approaches or greater efficiency?

5

Have we funded governance, not just meetings?

If the Board needed to exercise one of its responsibilities tomorrow, would it have the capacity to do it properly?



THE GOVERNANCE PERSPECTIVE

"Fiscal responsibility does not simply mean spending less. It means understanding what is required, why it is required, what risk is created by not funding it, and whether the proposed expenditure represents a reasonable use of resources."

A good governance budget does not necessarily spend more.

It makes the relationship between responsibility, resources and accountability visible.



GO DEEPER

Find *Governing Through the Budget*, the Governance & Work Cycle, and additional budgeting tools in the PGO Members Portal.

ELECTION TRANSITION

Prepare the next Board to govern.

Municipal elections can change who sits around the Board table, but effective transition starts before the new members arrive.

The goal is not simply to fill the seats.

It is to make sure the people filling them are ready to govern.

PGO's Election-Year Board Transition & Continuity Guide and transition process maps provide the detailed roadmap. Use them now to identify what needs to happen locally and who is responsible for each step.

Orientation

Key Information

Transition

Continuity

1

ELECTION DAY IS NOT NEW BOARD DAY

For municipal police service boards, the *Community Safety and Policing Act (CSPA)* provides a continuity mechanism.

A member appointed by municipal resolution may continue to sit after their term expires until the earlier of:



SIX MONTHS
after the expiry
of their term

OR



THE DAY
THEIR SUCCESSOR
IS APPOINTED

This helps prevent an immediate governance gap while councils complete appointments and reappointments. Do not assume that Election Day automatically ends the existing Board's ability to continue its work. CSPA, s. 34(2).



FOR OPP DETACHMENT BOARDS

Use the OPP Election Transition Process Map to work through the applicable appointment and transition process. Where lead-municipality or administrative responsibilities rotate, consider whether you may also be transitioning who supports the Board, not simply who sits on it.



FOR FIRST NATIONS BOARDS

Transition timing and processes may differ depending on your policing model, agreement and governance structure. The same principles apply: plan early, clarify appointment processes, and ensure continuity of governance and administrative support.

2

BUILD THE ORIENTATION PACKAGE NOW

Don't wait for the names.

A good orientation package should give an incoming member enough context to understand the Board, the work and what comes next.



UNDERSTAND THE BOARD

- ▶ Board mandate, composition and responsibilities
- ▶ Procedural bylaw and key governance policies
- ▶ Code of Conduct and confidentiality obligations
- ▶ Chair, administrator and key governance relationships
- ▶ Meeting schedule and annual governance/work cycle



UNDERSTAND THE WORK

- ▶ Strategic plan and current priorities
- ▶ Local Action Plan, where applicable
- ▶ Community Safety and Well-Being Plan and the Board's connection to broader community priorities
- ▶ Current Board work plan and Governance & Work Cycle
- ▶ 2027 budget and significant financial decisions
- ▶ Outstanding actions and decisions
- ▶ Policies, bylaws or governance projects underway
- ▶ Upcoming statutory and governance deadlines
- ▶ Current reporting, monitoring and evaluation commitments



UNDERSTAND THE CONTEXT

- ▶ Significant decisions already made and why
- ▶ Current risks and emerging issues
- ▶ Community commitments and engagement underway
- ▶ Relationships with municipalities, First Nations, community partners and policing leadership
- ▶ Issues the incoming Board will need to monitor or revisit



GET CONNECTED

- ▶ PGO Members Portal and learning resources
- ▶ Key legislation and regulations
- ▶ Board records and document repository
- ▶ Email, technology and system access
- ▶ Contact information for key partners and supports
- ▶ Upcoming meetings, learning opportunities and important dates



Help new members see how the pieces connect.

Orientation should show how the strategic plan, Local Action Plan, Community Safety and Well-Being Plan, Board work plan and budget relate to the Board's priorities, oversight responsibilities and work throughout the year.

3

GET NEW MEMBERS READY TO GOVERN

For Boards operating under the CSPA, appointment is only the beginning of readiness.



APPOINT

Confirm appointments and reappointments as early as the applicable process allows. Provide incoming members with the information they need to begin onboarding.



OATH

A new board member must take the prescribed oath or affirmation before exercising the powers or performing the duties of a Board member. CSPA, s. 35(1).



TRAIN

Members **cannot** exercise Board powers or perform Board duties until successfully completing the approved training on the role of the police service board and the responsibilities of members. CSPA, s. 35(2)-(3).



ORIENT

Mandatory training establishes required foundational knowledge. Board orientation makes that knowledge local. Help new members understand your Board's priorities, policies, relationships, decisions, risks, work cycle and expectations.



BEFORE THE TRANSITION, CHECK:

- ☐ Do we know which appointments and terms may change?
- ☐ Have we reviewed the PGO Election Transition Guide and applicable process map?
- ☐ Are appointing bodies clear about their responsibilities and timelines?
- ☐ Is our orientation package ready?
- ☐ Have we documented significant decisions, commitments and unfinished work?
- ☐ Do we have a process for oath, mandatory training and onboarding?
- ☐ Are records, technology and system-access arrangements ready?
- ☐ If administrative support changes, is the handoff planned?



DON'T JUST FILL THE SEATS. PREPARE THE PEOPLE.

Prepare the appointments. Build the orientation package. Protect the knowledge. Get incoming members ready to govern.



GO DEEPER

Find the Election-Year Board Transition & Continuity Guide, Municipal and OPP Election Transition Process Maps, orientation resources and related tools in the PGO Members Portal.

YOU'VE BEEN APPOINTED. NOW WHAT?

A Guide for Police Board Members

Your appointment is an opportunity to make a meaningful contribution to your community through strong, effective police governance.



1 UNDERSTAND THE BIGGER PICTURE

Why your role matters.

Police service boards provide civilian governance and oversight to help ensure effective, accountable and community-focused policing. Your work supports public safety, builds public trust and helps keep your community safe.



You represent the public interest and contribute to decisions that shape policing in your community.

2 KNOW YOUR ROLE

You are a governance decision-maker.

- ▶ Provide strategic direction and oversight
- ▶ Set priorities and approve key policies
- ▶ Monitor performance and outcomes
- ▶ Ensure accountability and transparency
- ▶ Consider community needs and perspectives
- ▶ Work collaboratively as part of a governance team
- ▶ Bring independent judgment and critical thinking to discussions and decisions



Authority rests with the Board as a whole. Decisions are made collectively.

3 UNDERSTAND WHAT YOUR ROLE IS NOT

You govern, you do not manage.

- ▶ You are not involved in day-to-day operations.
- ▶ You do not direct police services or individual officers.
- ▶ You do not act on behalf of your employer, municipality or any single interest group.
- ▶ You do not work independently of the Board.
- ▶ You do not replace the professional expertise of police leadership.
- ▶ You do not speak for the Board unless authorized to do so.



Your role is to provide oversight, not operational direction.

4 BE PREPARED TO DO THE WORK

More than meetings.

Being an effective Board member takes time and commitment. Meetings are only part of the job. You will be expected to:

- ▶ Read materials and come prepared
- ▶ Ask questions and seek clarity
- ▶ Participate in meaningful discussions
- ▶ Learn and stay informed
- ▶ Consider different perspectives
- ▶ Follow up on actions and decisions
- ▶ Engage in community awareness and relationship building



Plan for regular time between meetings to read, learn, reflect and stay informed.

5 BRING THE RIGHT MINDSET

Curiosity. Independence. Integrity.

Good governance requires more than knowledge of the legislation. It requires a willingness to:

- ▶ Think critically and ask good questions
- ▶ Look beyond data to understand the bigger story
- ▶ Consider risks, emerging issues and community impact
- ▶ Be open to different perspectives
- ▶ Stay focused on the long-term interests of your community
- ▶ Contribute constructively to collective decisions



Your perspective, life experience and connection to the community are valuable assets.

6 BUILD YOUR KNOWLEDGE

Foundation and ongoing learning.

All Board members must complete the provincially approved training on the role of police service boards and the responsibilities of Board members before exercising Board powers or performing Board duties.

That training provides the foundation. Your Board and PGO offer additional resources to help you go deeper, including:

- ▶ Local orientation materials
- ▶ Governance policies and key documents
- ▶ Learning opportunities and discussion groups
- ▶ Legislation, regulations and practical guidance
- ▶ Connections with experienced board members



Mandatory training tells you what the role requires. Ongoing learning helps you put it into practice.

7 MAKE A MEANINGFUL CONTRIBUTION

Your engagement helps build safer, stronger communities.



LISTEN

and understand community needs



ASK

questions and seek clarity



CONTRIBUTE

your perspective and experience



HELP BUILD

trust, accountability and positive change

Good governance takes preparation, curiosity and a commitment to something bigger than yourself.

CONTINUITY

**The people may change.
The work doesn't stop.**

A change in Board composition does not reset the governance calendar. The responsibilities, commitments and oversight work continue through the transition.

Use this time to complete outstanding work, document key decisions and set the next Board up for success.

Different people.
Same responsibility.
A stronger tomorrow.



FINISH IT

What can this Board complete?

Don't allow the approaching transition to create a holding pattern. Continue the governance work already underway.

- ✓ Budget work
- ✓ Oversight and reporting
- ✓ Policy review
- ✓ Community engagement
- ✓ Performance monitoring
- ✓ Outstanding decisions
- ✓ Year-end responsibilities



The current Board remains responsible for governing while it remains the Board.



HAND IT OVER

What will the next Board inherit?

Some work will legitimately extend beyond the current Board. Make the handoff clear and easy to follow.

- ✓ What is underway?
- ✓ Why does it matter?
- ✓ What has already been decided?
- ✓ What commitments have been made?
- ✓ What still requires attention?
- ✓ When is the next decision or deadline?



A motion may tell the next Board **what was** decided. Good transition records also preserve **why**.



DON'T LOSE IT

Protect the knowledge.

Institutional knowledge is more than meeting minutes. Capture the context behind the work.

- ✓ Significant decisions and rationale
- ✓ Strategic and Local Action Plan priorities
- ✓ Community Safety and Well-Being connections
- ✓ Community commitments and relationships
- ✓ Emerging risks and unresolved issues
- ✓ Key reporting and monitoring expectations
- ✓ Policies or governance projects underway
- ✓ Important partner relationships



Give the next Board enough context to exercise their **own judgment** well.

KEEP THE GOVERNANCE CYCLE MOVING

The PGO Governance & Work Cycle organizes common Board activities across the year based on duties and responsibilities established under the CSPA.



Q3

FINANCIAL STEWARDSHIP & RISK
JUL – SEPT

- Budget development and financial projections
- Operational or performance trends
- Emerging risks
- Policy review
- Community safety priorities
- Evaluation preparation
- Transition planning



TRANSITION

PREPARE & HAND OVER
FALL

- Complete outstanding work
- Document key decisions
- Capture context and rationale
- Update records and repositories
- Prepare the orientation package
- Ensure system and contact access
- Brief incoming members



Q4

EVALUATION, RENEWAL & FORWARD PLANNING
OCT – DEC

- Performance evaluation
- Progress against priorities
- Board reflection and improvement
- Year-end reporting
- Next-year priorities and work plan
- Transition and orientation



2027
A STRONG HANDOFF

- A well-prepared transition supports:
- Faster orientation
 - Informed decision-making
 - Continued momentum
 - Greater stability
 - Stronger community outcomes



BEFORE THE HANDOFF, ASK:

Can the next Board quickly answer these questions?

- 1 Where are we?
- 2 What is underway?
- 3 What requires attention next?
- 4 Why does it matter?



TRANSITION DOESN'T PAUSE GOVERNANCE.

- ✓ Finish what should be finished.
- ✓ Document what needs to be known.
- ✓ Carry forward what still matters.
- ✓ Leave the next Board ready to continue the work.

FILLING A PROVINCIAL APPOINTEE VACANCY

A practical resource for Boards

Provincial appointment vacancies can create challenges for Board continuity.

When a provincial appointee position becomes vacant on a police service board or OPP detachment board, it can take time for the Province to make a new appointment. Boards can play an active role in supporting the process by identifying strong candidates, connecting with their local MPP and staying engaged while the provincial appointment process moves forward.

PGO has developed a simple process map to help Boards understand each step, from identifying the vacancy to the Province making an appointment. The process map highlights what Boards can do, where the MPP is involved and what to expect at each stage.

Use this resource to help you take a proactive and informed approach to filling a provincial appointee vacancy.



SAVE IT FOR WHEN YOU NEED IT

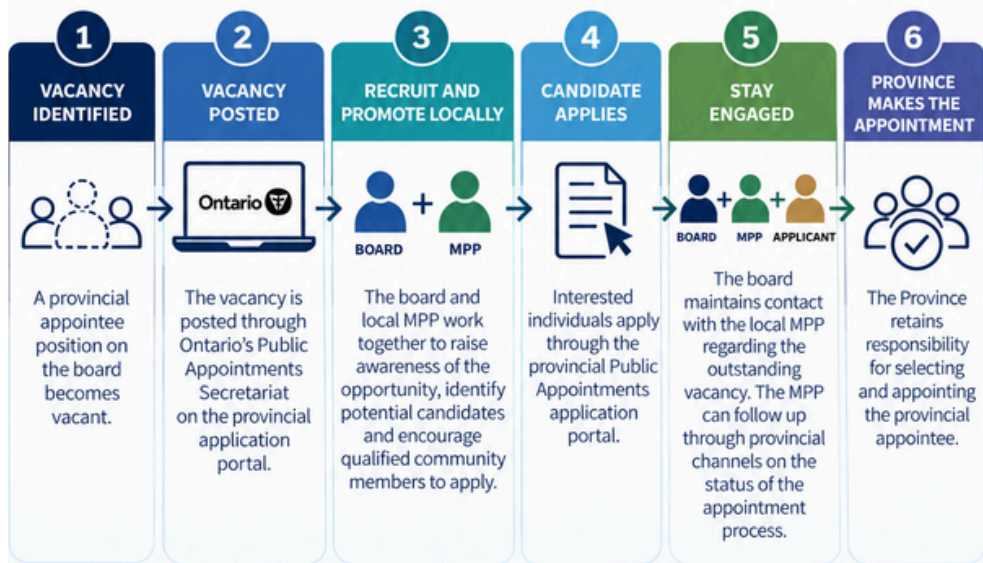
The full process map and supporting guidance are available in the PGO Members Portal, including key considerations, tips for engaging with your local MPP and helpful reminders throughout the process.



Filling a Provincial Appointee Vacancy

A COLLABORATIVE APPROACH

Provincial appointees play an important role on municipal police service boards and OPP detachment boards. While the Province is responsible for selecting and appointing provincial appointees, boards and local MPPs can take active steps to help raise awareness and encourage qualified community members to apply.



NEW & UPDATED IN THE MEMBERS PORTAL

We've been adding new tools, guidance and resources throughout the summer and fall.



ELECTION-YEAR BOARD TRANSITION & CONTINUITY

Guidance, process maps, timelines, templates and checklists.



POLICE BOARD APPOINTMENT RESOURCES

Resource packages for Municipal Police Service Boards and OPP Detachment Boards, including board member appointment and role resources.



GOVERNANCE TOOLS & RESOURCES

Governance & Work Cycle resources for Municipal Police Service Boards and OPP Detachment Boards.



OPP DETACHMENT BOARD START-UP RESOURCES

Key guidance and tools for new and transitioning boards.



INSPECTOR GENERAL UPDATES

Inspector General's 2025 Annual Report, Memorandum and Notice of Issue, and related PGO member notice.



STRATEGYCORP PRESENTATION & VIDEO

Presentation materials and recording now available.



ADVOCACY & SECTOR UPDATES

PGO Section 220 letter to the Minister and Local Advocacy resources, including a folder for board resolutions. A dedicated folder is available for each advocacy project.



PROVINCIAL APPOINTEE VACANCY RESOURCE

Process map and supporting guidance to help boards understand their role in filling a provincial appointee vacancy.



SET UP YOUR DASHBOARD

so you don't miss the most recent updates. Visit the Members Portal regularly to find the tools and resources you need.

FIND IT IN THE MEMBERS PORTAL

Download the full resource anytime.

YOUR MEMBERSHIP IN 2027

Supporting
the work.
Strengthening
the network.

As Boards prepare their 2027 budgets, PGO membership and Zone fees have been updated to reflect the cost of delivering member services and the increasing range of governance support learning, advocacy and resources available to Boards.

2027 MEMBERSHIP FEES



MUNICIPAL POLICE SERVICE BOARDS

For 2027, PGO membership and Zone fees will **increase by 7%**, reflecting a cost-of-living update.

This 7% increase applies to **both the membership fee and Zone fees**.

Boards should use their current membership and Zone fees, plus 7%, when preparing their 2027 budgets.



OPP DETACHMENT BOARDS

OPP Detachment Board membership continues to use PGO's **per-property model**. The 2027 increase to \$0.23 per property reflects a **cost-of-living update and includes both the membership fee and Zone fees**.

2026
\$0.21
per property



2027
\$0.23
per property

Plus applicable HST.

Property counts used for membership calculations are based on the 2025 OPP billing property counts.

YOUR ZONE. YOUR NETWORK.

PGO is provincial. Governance happens locally.

PGO's **Zones** create a regional connection between Boards that often share communities, policing environments, challenges and opportunities.

They are a place to compare experiences, raise emerging issues, share approaches and identify concerns that may extend beyond a single Board.

An issue that appears local may be happening in communities across the province. A question one Board is struggling with may already have been addressed elsewhere. And an advocacy issue raised collectively can carry considerably more weight than Boards working independently.

Zones help us connect those dots.

MAKE YOUR ZONE WORK FOR YOU

You don't need to wait for a formal PGO initiative to use the network.



Bring forward the issues your Board is seeing.



Ask what other Boards are experiencing.



Share practices that are working.



Identify areas where Boards need additional support.



Flag emerging concerns before they become bigger problems.



When an issue may require broader advocacy, connect with PGO before going it alone.

We can help determine whether the issue is occurring elsewhere, whether work is already underway and whether there is an opportunity for a coordinated response.

**MEMBERSHIP
IS MORE
THAN ACCESS.**



The Members
Portal gives you
the tools.



Learning
opportunities
build knowledge.



Zones connect
you with your
peers.



Advocacy
strengthens the
collective voice.

The value comes from using them.

AROUND THE GOVERNANCE TABLE

What we're hearing.
What we're learning.
What we're watching.

Over the past several months, PGO members have continued to come together through Discussion Groups, Roundtables, Zone meetings and learning sessions to talk about the issues showing up around Board tables across the province. Different Boards. Different communities. But many of the same questions.



BOARD MEMBER DISCUSSION GROUPS

Our September conversations focused on budgeting, election transition and continuity. Members explored what it really costs to govern, how Boards can prepare for membership changes and what needs to carry forward when the people around the table change.



ADMINISTRATOR DISCUSSION GROUP

Administrators continue to share practical experience around supporting the Board, managing governance requirements and preparing for transition. As elections approach, continuity of administrative knowledge and support is becoming increasingly important, particularly where responsibilities may move between municipalities.



FIRST NATIONS ROUNDTABLE

PGO continues to create space for First Nations police governance leaders to connect, share experiences and identify priorities for future learning and support. This work will continue to evolve through direct conversation with the Boards and communities it is intended to serve.



ZONE CONNECTIONS

Zone meetings continue to provide an important regional forum for sharing local issues, emerging concerns and governance practices. These conversations also help PGO identify where an issue may extend beyond one Board or community and where broader support or coordinated advocacy may be useful.



LEARNING TOGETHER

Bringing expertise to the governance table. PGO webinars connect members with experts and perspectives that can strengthen Board knowledge and inform governance discussions. Recent sessions have included StrategyCorp's presentation on the Police Board Chair Survey, with additional learning opportunities continuing throughout the year. Watch the Members Portal for upcoming webinars and recordings from previous sessions.



FROM THE INSPECTORATE

The Inspectorate of Policing continues to release reports, findings and other information relevant to police governance in Ontario. PGO reviews these materials and provides members with concise summaries focused on what Boards need to know, why it matters and where there may be implications for governance practice. These summaries are collected in the Members Portal for easy access.



Different communities don't always mean different challenges. Sometimes the most useful thing a Board can discover is that it isn't the only one asking the question.



JOIN THE CONVERSATION

Discussion Groups • Roundtables • Zone Meetings • Learning Sessions

Watch the Members Portal and your PGO calendar for upcoming opportunities to connect.

Learn.
Connect.
Advance.

Leading excellence
in police governance.

HOLD THE DATES

Learn. Connect. Advance.
There's more coming.

PGO's learning and member events continue through the fall and into 2027, with opportunities to explore emerging issues, connect with colleagues and strengthen governance practice.

Practical learning.

Meaningful conversations.

Stronger governance.



AI VIRTUAL SUMMIT

Exploring AI for Police Governance



November 25, 2026



Virtual

A full day focused on understanding AI, the governance questions it creates and how Boards can use it responsibly in their own work.

Hold the Date

Registration Coming Soon



Joint Employment Conference

Building Stronger Workplaces Together



February 23 & 24, 2027
PGO Day | February 25, 2027



In-person

A collaborative learning opportunity focused on employment and workplace issues affecting police governance, followed by a dedicated day for PGO members.

Hold the Dates

Details Coming



PGO Spring Conference & AGM



May 25 – 28, 2027



Casino Rama Resort
Orillia, Ontario

Our signature gathering of police governance leaders returns in 2027. Join us for learning, connection and a shared focus on stronger governance across Ontario.

Hold the Dates

Details Coming



DON'T WAIT FOR AN E-BLAST

Registration opens online first.

PGO posts events and registration information as soon as they are available.



MEMBER EVENTS

Sign in to the Members Portal for member-only learning, Discussion Groups, Roundtables and other opportunities.



PUBLIC EVENTS

Visit Public Events on the PGO website for conferences, webinars and other events open to a broader audience.



BUDGETING TIP

Don't forget to include PGO conferences, webinars, Discussion Groups and Zone meetings in your Board's annual budget.



SET UP YOUR DASHBOARD

Customize your Members Portal dashboard so the information and events you use most are easy to find.



See something you want to attend? Register when it's posted. You don't need to wait for an email invitation.



**KEEP LEARNING.
KEEP CONNECTING.
KEEP GOVERNING.**

The tools are here. The conversations are happening.
The opportunities are coming. We look forward to seeing you there.