

**BRANTFORD POLICE SERVICES BOARD
AGENDA
THURSDAY, OCTOBER 23, 2025 – 9:00 A.M.
BOARDROOM, 344 ELGIN STREET, BRANTFORD**

Allan Lovett in the Chair

ROLL CALL

1. PRESENTATIONS/DELEGATIONS

2. DECLARATIONS OF CONFLICT OF INTEREST
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3. ITEMS FOR CONSIDERATION

3.1 Issues Update – Deputy Chief Reports

Attached (3) Reports

3.1.1 Police Station Renovation Project Update

THAT the report from Deputy Chief Paolini dated October 8, 2025 regarding 344 Elgin Street Construction Update BE RECEIVED.

3.1.2 Auction Proceeds Account - Request for Funds – Handbags for Hospice – November 13, 2025 (\$500 recommended)

THAT the Brantford Police Services Board approves the transfer of \$(insert donation amount) from the Auction Fund Account to the Special Projects Account #132016 to provide a donation to the Handbags for Hospice Event being held on November 13, 2025.

3.1.3 Monthly Statistical Analysis

THAT the report from Deputy Chief Davies dated October 9, 2025 regarding Monthly Statistical Analysis (up to September 30, 2025) BE RECEIVED.

3.2 Issues Updates – Chief Saunders

Attached (2) Reports

3.2.1 Lorne & Elsie Hankinson Foundation - Donation

THAT the report from Ins. Keith Tollar dated August 22, 2025 regarding Lorne & Elsie Hankinson Foundation - Donation BE RECEIVED.

3.2.2 Request for Donation to Assist Cancer Patients

THAT the report from Chief Saunders dated October 14, 2025 regarding Request for Donation to Assist Cancer Patients BE RECEIVED; and

THAT the Brantford Police Services Board approves the transfer of \$(insert donation amount) from the Auction Fund Account to the Special Projects Account #132016 to Brandi Franklin to assist with the purchase of parking passes at Juravinski Hospital.

3.3 Financial Reports

3.3.1 Monthly Financial Reports

THAT the following Financial Reports from Insp. K. Bell-Samson dated October 9, 2025 BE RECEIVED:

- Auction Proceeds Trust Account – current to September 30, 2025;
- Police Seized Currency Trust account – current to September 30, 2025;
- Year to Date Variance Report – estimated to September 27, 2025
- Monthly Overtime Report - current to September 30, 2025.

3.3.2 2026 Capital Budget Request

THAT the report from Inspector K. Bell-Samson dated October 10, 2025 regarding 2026 Capital Budget Request BE RECEIVED and that the Board PROVIDE the following direction on the proposed 2026 Capital Budget resulting in a total request of \$2,097,900:

(insert recommendations)

3.3.3 2026 Operating Budget Submission and Unmet Needs

THAT the report from Inspector K. Bell-Samson dated October 10, 2025 regarding 2026 Operating Budget Submission and Unmet Needs BE RECEIVED and that the Board PROVIDE the following direction on the proposed 2026 Operating Budget of \$58,657,102 and the Unmet Needs Request of \$1,070,875:

(insert recommendations)

(NOTE: If both the 2026 Operating Budget and Unmet Needs are approved the total Operating Budget for 2026 is \$59,727,977 resulting in an increase of 9.76% from 2025)

3.4 Auction Proceeds Account - Request for Funds – Thank A Vet Luncheon – November 1, 2025 (\$500 donation made in 2024)

THAT the Brantford Police Services Board approves the transfer of \$(insert donation amount) from the Auction Fund Account to the Special Projects Account #132016 to provide a donation to the Thank-A-Vet Luncheon Event being held on November 1, 2025.

3.5 Report on Section 81(1) Investigations (SIU)

Attached (1) Report

3.5.1 SIU Investigation 25-OSA-190

THAT the report prepared by Inspector Kevin Reeder dated September 22, 2025 regarding SIU Investigation 25-OSA-190 (May 13, 2025 Incident) BE ACCEPTED as required under the Community Safety & Policing Act; and

THAT the Board DIRECTS the Chief of Police to post this Report on the internet within 30 days of receiving the Report.

4. CONSENT ITEMS

4.1 Minutes

THAT the September 18, 2025 Regular Police Services Board Minutes BE APPROVED.

4.2 Quarterly Report – Q3 - 2025 – Public Complaints Against Police

THAT the Third Quarter Report 2025 - Public Complaints Against Police Report dated October 1, 2025 BE RECEIVED.

4.3 Information Items

THAT the following Information Items BE RECEIVED:

4.3.1 Inspectorate of Policing – Advisory Bulletin 2.1 – Board and Committee Meetings

4.3.2 Inspectorate of Policing – Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework dated September 25, 2025.

4.3.3 Inspectorate of Policing dated September 26, 2025 regarding Canadian Police and Peace Officers Memorial Event.

5. NEW BUSINESS

5.1 Chair Update on Activities on behalf of Board – (no copy)

5.2 New Business Matters from Members of the Board (no copy)

6. RESOLUTIONS

7. NOTICES OF MOTION

8. NEXT MEETING DATE

November 27, 2025

9. ADJOURNMENT



BOARD REPORT

Date: October 08, 2025

To: Chair and Members
Brantford Police Services Board

From: Rich Paolini
Deputy Chief-Administration

Subject: Construction Update Report

PURPOSE:

To provide the Brantford Police Services Board with an update on the status of construction at 344 Elgin Street.

BACKGROUND:

Construction continues at 344 Elgin Street and stakeholders meet on a regular basis. Melloul Blamey has advised that turnover of Phase 1 Block A (tower) by the start of 2026 is no longer realistic when considering the status of construction and continued coordination that remains.

The current handover date for Block A is now the start of March 2026. This will most likely change depending on outstanding information as well as timing for the completion of Mechanical Systems. Timing may also change depending on what areas need to be occupied first and what levels of "partial" occupancy can be achieved (specifically regarding the 911 Communication Centre or other critical areas). Block B (garage area) should be available sooner, however Phases 2 & 3 will be delayed until Phase 1 is complete.

The anticipated delays will translate into longer than expected use of off-site facilities to house employees displaced by construction activities. Off-site expenses incurred by the BPS total \$5400 per month during construction. The BPS will continue to work closely with Melloul-Blamey and other stakeholders to coordinate completion of the most critical areas and mitigate any time needed at other facilities.

Employee Parking

The Service continues to meet challenges concerning restrictions on staff parking due to construction activities. Working with involved stakeholders, the police have been able to mitigate this issue with temporary off-site parking and an increase in multi-use parking areas. The public may feel the effects of parking restrictions. Media announcements will be used to notify the public of any known lengthy disruptions and educate members of the public about alternative methods for providing services.

Communications Centre

The installation of new communications equipment and the implementation of NG911 will begin November 21, 2025. Despite delays in the completion of Block A (tower), disruptions to the normal operation of the Service are not expected. This part of the project requires coordination between several stakeholders and is being overseen by Inspector Bell-Samson – Administrative Support, Mike Potter – IT Manager, Acting Inspector Dave Disher – Operational Support and Nicole Ensell – Communications Manager.

Melloul-Blamey reported the following information on October 6th, 2025:

Construction Activities and Planned Construction

Construction Activities Week of September 29 - October 3, 2025.

- Working on east side retaining wall installation.
- Block B Existing Shop Area panel feeders and distribution for Block A Level 1-4.
- Generator Building rough-ins and hanging fire rated plywood for electrical panels in Block A.
- Parking lot charging stations and light standards.
- Troy Life & Fire Safety Ltd - Roughing in Block A completed floors 1-4 and Generator Building.
- Joist reinforcing, installing handrail in both stairwells block A.
- Stainless steel duct in Block A Labs, transfers airs 2nd and 3rd floor.
- Demolition of existing offices.
- Block A 3rd floor drywall, 2nd floor tape and drywall.
- Re-roofing existing building.
- Aluminum composite panels Block A North elevation.
- Installing window frames on Block A North, East, and South elevations.
- Paving block A and B parking lots with base coat.
- Hanging and installing door hardware.

Construction Activities Week of October 6 – October 10, 2025.

- Continue with work from the previous week.
- Finishing off joist reinforcing, installing handrail in both stairwells block A.
- Removing brick veneer north side of Block A and B existing building.

- Install East property curbs.
- East parking lot paving.
- Wood fencing Northeast corner of property.

See the attached Appendix A - Construction Progress Chart.

RECOMMENDATION:

Receive the *Construction Update Report*.

Brantford Police Service

Project start date: 10/06/2024

Milestone description	Category	Progress	Start	End	Days
Phase 1	On Schedule	80%	10/06/2024	06/01/2026	575
Preparation of the construction site on the north side of the building. Construction of new generator site.	On Schedule	100%			
Construction of new tower on northwest corner.	On Schedule	53%			
Communications Centre	On Schedule	53%			
Garage addition.	On Schedule	85%			
Abatement of firing range.	On Schedule	100%			
Construction of new cells.	On Schedule	85%			
Phase 2	On Schedule	0%	10/06/2024	02/06/2026	722
Demolition/renovation cell area.					
Demolition/renovation property section, offices, armoury and parade room and washrooms.					
Demolition/renovation offices, armoury and parade room, and washrooms.					
Phase 3	On Schedule	0%	10/06/2024	30/11/2026	903
Construction/renovation of classroom, offices and washroom.					

Renovation of existing Administration area.

Behind Schedule

Complete

[illegible]



BOARD REPORT

Date: October 09, 2025

To: Chair and Members
Brantford Police Services Board

From: Rich Paolini
Deputy Chief-Administration

Subject: Handbags for Hospice

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PURPOSE:

To request that the Brantford Police Services Board donate to the annual St. Joseph's Lifecare Foundation-Handbags for Hospice in support of the Stedman Community Hospice.

BACKGROUND:

The Stedman Community Hospice offers hospice care, including 24-hour residence, community outreach, emotional/spiritual support, and bereavement programs. Members of the Brantford Police Service have supported this community service for many years.

On November 13, 2025, the St. Joseph's Lifecare Foundation will hold its annual Handbags for Hospice Event at the Towne Place Suites and Conference Centre. The event is well attended and raises significant funds to support this important service in our community. Our members will once again be volunteering at the event and are requesting the support of the Board in the form of a \$500 donation.

RECOMMENDATION:

Approve a donation of \$500 to the St. Joseph's Lifecare Foundation – Handbags for Hospice in support of the Stedman Community Hospice.



BOARD REPORT

Date: October 9, 2025

To: Chair and Members
Brantford Police Services Board

From: Grant Davies
Deputy Chief - Operations

Subject: Monthly Statistical Analysis Report

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PURPOSE:

To provide the Brantford Police Services Board with a high-level statistical report on the activities of the Service up to September 30, 2025.

BACKGROUND:

30-Day Crime Comparison Overview

The following data is captured using the Niche Dashboards Power Business Intelligence (BI) tools. These gauges are a visual representation of a selection of occurrence counts over the past 30 days in comparison to the five-year average during the same 30-day period.

Guide to Reading Gauges

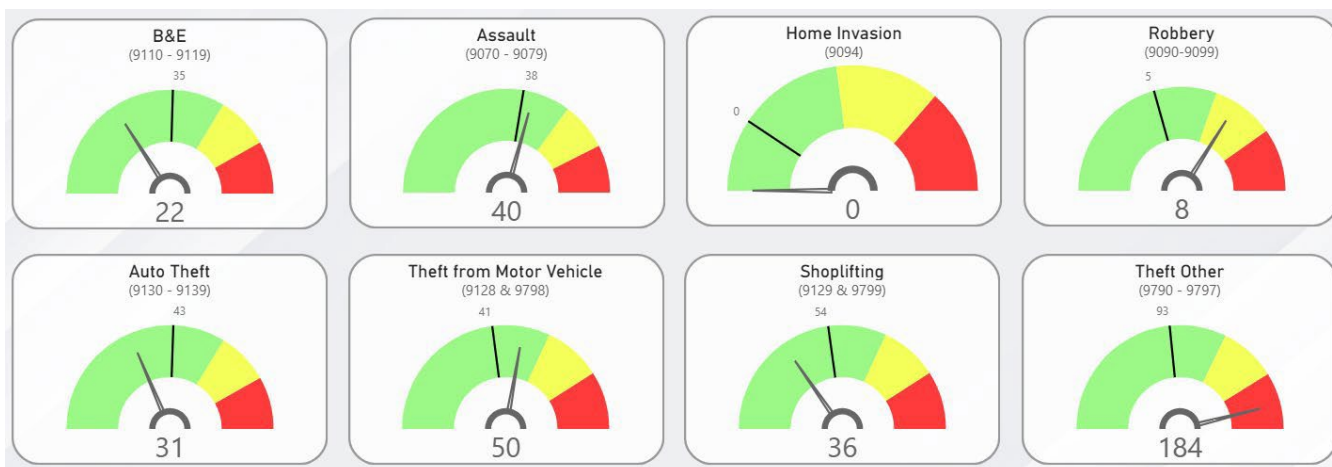
Bottom Number - Occurrence Count of last 30 days in this Category

Black Dividing Line - The 5 year average over the same 30 days

Green Range - Occurrence Count of last 30 days is less than the 5 year average + 1 Standard Deviation

Yellow Range - Two Standard Deviations above the 5 year average

Red Range - Three Standard Deviations above the 5 year average



Source Niche Dashboards (Power BI Tools)

Standard deviation measures the extent to which individual data points vary from the dataset's mean

The most significant deviation above the five-year average is that of 'theft other' calls. This category would include theft from residential or commercial property and theft of scrap metal with a value less than \$5,000. It should be noted that BPS did have an occasion in which there was a brief shutdown of our Computer-Aided Dispatch (CAD) software. This resulted in several calls for service being duplicated. This may account for some of the anomaly in this category.

The police service continues to address the increase in theft related incidents through both enforcement efforts in our Criminal Intelligence and Enforcement Unit and by way of community education and target hardening, led by members in the Community Safety and Crime Prevention Section.

Year-to-Date

The table below includes the year-to-date stats for a variety of offences. The tables are broken down into property and violent occurrences.

	2025 YTD	YTD Hist. AVG
Property	Break and Enter Totals*	242 347
	Break and Enters - Residential	100 191
	Break and Enters - Commercial	91 110
	Theft Under - Shoplifting	524 427

Violent Occurrences	Theft Under - Theft from Vehicles	417	398
	Theft Motor Vehicle	189	127
		2025 YTD	YTD
			Hist. AVG
	Robbery Total*	51	45
	Assaults Totals *	369	335
	Offensive Weapons Total*	77	95
	Domestic Disputes Total*	1120	1149
	Domestic Others Total*	582	499
	Elder Abuse Total*	7	5
	Miscellaneous		
	Unwanted Person Total*	2419	2014
	Person Stops Total*	600	801
	Vehicle Stops Total*	4283	5490

Similar to the 30-day comparison above, these tables show that theft related occurrences are trending higher than what was experienced in 2024. There is however a reduction in reports of break and enter to both residential and commercial properties. Violent occurrences remain relatively consistent as to what was reported to date in 2024.

Occurrence		Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Hist. AVG
	MVC				
	MVC Property Damage	178	148	1701	1288
	MVC Personal Injury	19	7	145	108
	MVC Hit and Run	44	30	374	345
	MVC Fatality	0	0	2	3
	Impaired Driver				
	Impaired Driver - Total	11	14	104	132
	Driving Complaint - Total	149	171	1165	1006

Road safety remains a priority of the Service, as the number of reported collisions is trending above the historical average. The Service has an upcoming RIDE initiative planned as we

approach the holiday season. We will be partnering with several nearby police services to conduct these RIDE programs in a proactive effort to reduce impaired driving.

Call Volume

Calls for service remain relatively consistent with the five-year trend. Call volume during the day shift is understandably higher than during nightshift.

Dayshift Call Count by Hour

Hour	2021	2022	2023	2024	2025
7	1,639	1,615	1,883	1,758	1,357
8	2,129	2,405	2,451	2,464	1,699
9	2,520	2,676	2,825	2,824	2,184
10	2,703	2,995	3,101	3,138	2,362
11	2,808	3,041	3,326	3,177	2,452
12	2,819	2,982	3,354	3,222	2,413
13	2,804	3,032	3,429	3,221	2,381
14	2,897	3,013	3,397	3,295	2,431
15	3,083	3,102	3,595	3,467	2,642
16	2,956	3,138	3,696	3,392	2,438
17	2,931	2,982	3,298	3,118	2,266
18	2,698	2,608	2,972	2,692	2,011
Total	31,987	33,589	37,327	35,768	26,636

Nightshift Call Count by Hour

Hour	2021	2022	2023	2024	2025
0	1,671	1,679	1,642	1,561	1,148
1	1,441	1,314	1,416	1,306	982
2	1,186	1,083	1,162	1,093	795
3	926	913	972	999	693
4	818	828	842	815	665
5	690	784	835	873	591
6	1,028	1,136	1,210	1,264	851
19	2,570	2,632	2,820	2,588	1,948
20	2,232	2,536	2,546	2,492	1,880
21	2,260	2,433	2,535	2,387	1,679
22	2,052	2,239	2,179	2,077	1,585
23	1,873	1,915	1,930	1,868	1,345
Total	18,747	19,492	20,089	19,323	14,162

**Totals for 2021 – 2024 are for year end. 2025 totals are YTD.*

Community Feedback

A survey of those in the community who provided feedback with respect to their interactions with members of the police service during the month of September.

HOW SATISFIED WERE YOU WITH THE RESPONSE TIME TO YOUR CALL?

4.17 OF 5

FROM 30 RESPONSES

**Source Engage Spidrtch*

RECOMMENDATION:

The Board receives the Monthly Statistical Analysis Report.



BOARD REPORT

Date: August 22, 2025

To: Chair and Members
Brantford Police Services Board

From: Inspector Keith Tollar

Subject: Lorne & Elsie Hankison Foundation- Donation

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PURPOSE:

To provide the Brantford Police Service Board with an update on the charitable donation received from the Lorne & Elsie Hankison Foundation.

BACKGROUND:

The Lorne & Elsie Foundation has sent a cheque in the amount of \$ 2500.00 to the Brantford Police Service- Safety Patrol Program.

This is the final donation from the Hankison Foundation for the Safety Patrol Program.

In the letter received from the Hankison Foundation Secretary-Treasurer Robert Lefebvre, Mr. Lefebvre spoke of the admiration Elsie Hankison had for this valuable program.

Elsie was a career teacher and understood the importance and impact this program has on the youth in our community.

RECOMMENDATION:

The Board receives this report.



BOARD REPORT

Date: October 14, 2025

To: Chair and Members
Brantford Police Services Board

From: Chief Jason Saunders

Subject: Request for Donation to Assist Cancer Patients

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PURPOSE:

To request the Board support Brandi Franklin's efforts with assisting cancer patients.

BACKGROUND:

Brandi Franklin is a breast cancer survivor from Brantford who has spearheaded an effort called Mission Possible: Paint the Town Pink, to spread awareness about breast cancer. There are numerous articles and posts about Brandi's visits to various local businesses and community members, including the flag-raising ceremony with Mayor Kevin Davis on October 1, to kick off Breast Cancer Awareness Month.

Brandi attended the Brantford Police Service on October 8, 2025, to share her personal story and her desire to "spread love, unity, hope and prayer" for those battling cancer. She spoke about the various challenges that cancer patients face, one of which was the cost of parking when attending Juravinski Hospital for cancer treatment.

Although she does not have a registered charity, Brandi advised that raising money for parking passes would help a lot of people in their cancer fight. She would ensure the purchase and distribution of the passes.

CONCLUSION:

That the Board consider a donation of \$500 to Brandi Franklin to assist with the purchase of parking passes for Juravinski Hospital.



BOARD REPORT

Date: October 9, 2025

To: Chair and Members
Brantford Police Services Board

From: Inspector Kristen Bell-Samson, Administration

Subject: October Financial Report

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PURPOSE:

To provide the year-to-date financial reports and overtime statistics.

BACKGROUND:

Appendix A – Auction Proceeds Trust Account for the period ending September 30, 2025
Appendix B – Police Seized Currency Trust Account for the period ending September 30, 2025
Appendix C – Variance Report estimated to September 27, 2025
Appendix D – Monthly Overtime Report current to September 30, 2025

RECOMMENDATION:

Report only

Appendix A - Auction Proceeds Trust Account (TF0706) For the period ending September 30, 2025			
2024 ending balance			\$ 76,798.47
Revenue			
Auction Net Proceeds - as per policy #07-01(132016.67590)			
	February	388.98	
Total Auction Net Proceeds			388.98
Investment Income earned (TF0706.43410) as of July			2,442.89
Found money - as per policy #91-04 (132001.43722)			
	February	846.92	
	March	80.05	
	April	122.15	
	May	46.30	
	June	100.00	
	July	140.90	
	August	564.80	
	September	85.80	
Total Found Money			1,986.92
Total Revenue			4,818.79
Expenditures (132016.45115)			
Date	Sec.	Description	
23-Jan-25	3.5	Auction Proceeds Account - Request for Funds – 2025 Special Olympics Summer Provincial Games Sponsorship	2,095.77
23-Jan-25	3.6	Auction Proceeds Account – Annual Contribution – Children’s Safety Village as per 2025 budget	10,000.00
27-Mar-25	3.4.1	Auction Proceeds Account – Request for Funds - Brantford Police Association/Charity Golf Tournament – June 13, 2025	2,000.00
27-Mar-25	3.4.3	Auction Proceeds Account - Request for Funds – CAA Safety Patrol Program	1,500.00
18-Sep-25	3.2.1	Auction Proceeds Account - Request for Funds – Donation to Ride to Remember 2025 / Police Memorial Event – September 24-28, 2025	250.00
18-Sep-25	3.1.3	Auction Proceeds Account - Request for Funds – Long Service Recognition Program Re 2023 & 2024 Budget Year	5,775.00
Total Expenditures as approved by board motion			21,620.77
Balance at September 30, 2025			\$ 59,996.49

Appendix B - Police Seized Currency Trust Account (TF0707)				
For the period ending September 30, 2025				
2024 ending balance		\$	61,654.97	
2025 Deposits:				
Deposit date:	Incident #	Date Seized	Amount	Notes
Disbursements:				
Total balance as at September 30, 2025		\$	61,654.97	

Year End Budget Variance Report

Estimated as at September 27th, 2025

Appendix C

Brantford Police Service	77%		YTD		Available Balance	% Rec'd/spent B/A	Comments (YTD)	Year End Variance
	Budget	Projected	Budget	Actual				
Revenues	A			B	A-B			
Grants and Subsidies	\$ 3,461,699	\$ 3,549,029	\$ 2,662,845	\$ 1,541,800	\$ 1,919,899	45%	The YTD revenue (58%) is less than anticipated (77%) due to most of grants (YTD portion) has not been received yet	\$ 87,330
Fees and Services Charges	\$ 1,128,000	\$ 917,309	\$ 867,692	\$ 649,871	478,129	58%		\$- 210,691
Other Operating Recoveries	\$ 1,787,911	\$ 2,249,191	\$ 1,375,316	\$ 1,497,867	290,044	84%		\$ 461,280
Total Revenues	6,377,610	6,715,529	4,905,854	3,689,538	2,688,072	58%	Overall, revenues are estimated over the budget targets by \$325K at YE	337,919
Expenses								
Wages and Benefits	50,730,682	\$ 48,586,462	\$ 39,023,602	\$ 36,290,050	14,440,632	72%		2,144,220
Overtime Costs	2,005,000	\$ 3,479,185	\$ 1,542,308	\$ 1,905,725	99,275	95%		- 1,474,185
Other Labour Costs inc. EAP & Recruitment etc	389,958	\$ 389,958	\$ 299,968	\$ 178,599	211,359	46%		-
Goods incl. Material, Supplies, Hardware, Equipment & Furniture etc	983,457	\$ 1,364,434	\$ 756,505	\$ 689,481	293,976	70%		- 380,977
Training - Conference&Courses&Other Travel Expenses	409,759	\$ 455,872	\$ 315,199	\$ 266,433	143,326	65%		- 46,113
ESCO (Emergency Services Cooperative of Ontario, rebranded from PRIDE)	1,262,797	\$ 1,411,231	\$ 971,382	\$ 705,615	557,182	56%	The YTD Actual (72%) is slightly less than anticipated (77%) mainly due to wages & benefits saving from YTD vacancies appeared	- 148,434
Services - Professional	283,200	\$ 283,200	\$ 217,846	\$ 186,978	96,222	66%		-
Security Service	354,340	\$ 240,883	\$ 272,569	\$ 240,483	113,857	68%		113,457
IT - Computer Software & Hardware License, R & M, Internet, Telephone, Cell phones & Other	1,499,789	\$ 1,671,235	\$ 1,153,684	\$ 911,651	588,138	61%		- 171,446
Facilities & Fleet R & M	808,013	\$ 929,093	\$ 621,548	\$ 502,467	305,546	62%		- 121,080
Lease & Rent incl. Equipment Property & Vehicle	721,791	\$ 747,409	\$ 555,224	\$ 659,355	62,436	91%		- 25,618
Inter-departmental Charges	44,523	\$ 44,523	\$ 34,248	\$- 5,717	50,240	-13%		-
Operating Financing	1,300,000	\$ 1,300,000	\$ 1,000,000	\$ 1,300,000	-	100%		-
Total Expenses	60,799,309	60,903,483	46,764,084	43,881,119	16,962,190	72%	Overall, expenditures are estimated over budget by \$110K	- 110,174
Total Net Expenditure	\$ 54,415,699	\$ 54,187,954	\$ 41,858,230	\$ 40,141,580	\$ 14,274,119	74%	Net Budget is estimated in a surplus of \$228K at year end	\$ 221,745

Appendix D - Monthly Overtime Hours Report
September, 2025

Below is an overview of monthly overtime report from January to September 2025. Business units that have been highlighted show an elevated level of overtime hours (9-Month Average) >15 hours/FTE/Month, relative to the number of full-time employees in that business unit.

BU Numbr	BU Name	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Average (9-Month)	Head Count (FTE)	Average/ Head Count
132000	POLICE DEPARTMENT ADMIN	66.50	44.25	32.45	34.25	62.25	111.75	76.50	164.88	33.00	69.54	2.00	-
132003	EMERGENC RESPONSE TEAM	46.75	80.00	65.38	76.25	202.50	132.25	7.50	108.38	76.50	88.39	6.00	14.73
132005	COMMUNITY SAFETY&CRIME PREVENT				-	6.00		6.00	12.00	-	2.67	4.00	0.67
132007	INFORMATION TECHNOLOGY SYSTEMS	183.00	256.13	201.13	225.00	184.88	206.46	100.50	153.63	117.13	180.67	24.00	7.54
132010	COURT SECURITY				-	-		-	-	-	-	1.00	-
132014	SCHOOL SAFETY PROGRAM	12.00	20.00	3.75	26.50	8.00	3.75	15.50	9.25	20.00	13.19	4.00	3.30
132023	POLICE FACILITY MAINTENANCE				-	-	1.50	-	-	-	0.17	1.00	0.17
132024	POLICE FLEET MANAGEMENT				-	-	9.75	1.50	6.00	-	6.65	1.00	6.65
132120	CORPORATE COMMUNICATION	20.50		2.63	14.63	4.88		-	-	-	-	2.00	-
132130	HUMAN RESOURCES				-	-		-	-	-	-	2.00	-
132131	RECRUITING		3.00		-	9.00	4.50	3.00	15.00	-	3.83	2.00	1.92
132140	BPS SPECIAL PROJECTS	245.50	296.50	262.25	280.25	255.25	189.75	138.25	356.25	278.75	255.86	8.00	31.98
132200	DEPUTY CHIEF				-	-		-	-	-	-	2.00	-
132300	INSPECTOR - ADMIN				-	-		-	-	-	-	1.00	-
132310	FINANCE				-	-		-	-	-	-	3.00	-
132400	OPERATIONS				-	-		-	-	-	-	1.00	-
132410	PLATOON A	531.75	452.50	379.88	551.88	582.88	694.88	551.75	743.63	361.88	539.00	26.00	20.73
132411	PLATOON B	581.88	697.63	647.88	487.63	604.50	950.50	739.13	1,175.58	605.50	721.13	25.00	28.85
132412	PLATOON C	429.25	405.48	352.88	565.88	384.88	573.13	610.13	743.50	426.38	499.16	28.00	17.83
132413	PLATOON D	521.38	502.25	596.50	586.25	694.50	688.00	426.75	663.63	380.58	557.76	28.00	19.92
132414	CORE ENFORCEMENT RESPONSE TEAM	48.50	35.13	15.75	64.75	23.75	14.25	12.38	108.00	65.75	43.14	4.00	10.78
132415	ALTERNATIVE RESPONSE UNIT (ARU)	6.00		1.50	16.50	4.00		-	1.50	1.50	3.44	8.00	0.43
132416	TRAFFIC	184.50	150.25	172.25	88.25	142.75	139.00	219.75	104.00	81.00	142.42	7.00	20.35
132417	OUTWARD FACING	56.50	35.88	61.50	98.23	71.25	18.75	68.13	77.50	50.00	59.75	8.00	7.47
132430	TRAINING	175.75	139.50	149.25	81.75	132.25	53.63	166.00	200.50	112.50	134.46	6.00	22.41
132500	CRIMINAL INVESTIGATION	51.50	7.75	75.00	49.00	32.25	18.00	26.25	13.00	-	30.31	3.00	10.10
132510	CHILD ABUSE/SEXUAL ASSAULT	114.50	76.00	35.25	100.00	162.00	193.50	202.04	98.00	24.00	111.70	6.00	18.62
132511	DOMESTIC VIOLENCE	72.50	56.38	67.00	119.38	325.50	274.88	252.50	223.25	44.25	159.51	8.00	19.94
132512	FORENSIC IDENTIFICATION	100.00	144.38	138.75	120.50	123.48	84.09	128.88	186.88	42.50	118.63	5.00	23.77
132513	CRIME ANALYSIS	63.00	36.00	73.50	12.00	75.00	35.25	45.00	86.00	12.00	48.64	1.00	48.64
132514	FRAUD	117.50	31.00	29.00	-	6.75	31.50	31.50	19.50		26.14	1.00	26.14
132550	MAJOR CRIME	146.75	106.13	189.50	225.75	173.75	119.75	148.75	214.00	19.00	149.26	5.00	29.85
132551	HIGH RISK/REPEAT OFFENDER	32.00	36.00	5.63	18.75	2.50	42.00	12.00	38.00	-	20.76	2.00	10.38
132552	INTERNET CHILD EXPLOITATION	9.50	12.00	32.75	18.75	9.00	34.75	10.50	88.97	60.50	30.75	6.00	5.12
132563	CRIMINAL INTELLIGENCE UNIT	68.25	82.50	137.00	166.75	79.25	1.50	102.50	339.75	53.00	114.50	9.00	12.72
132564	DRUG FIREARMS ENFORCEMENT UNI	48.75	108.00	214.75	69.75	152.75	48.00	170.00	641.25	170.75	180.44	7.00	25.78
132600	QUALITY ASSURANCE				-	-		-		-	-	1.00	-
132610	COMMUNICATIONS	851.00	811.25	888.63	724.63	669.38	811.25	1,004.25	663.00	642.50	785.10	22.00	35.69
132640	PROFESSIONAL STANDARDS				-	-		-			-	2.00	-
132630	RECORDS	100.75	213.00	373.50	315.50	199.00	341.50	294.00	266.00	71.25	241.61	32.00	7.55
132670	EVIDENCE MANAGEMENT				-	-		-	6.00	-	0.67	3.00	0.22
Total - Current Year		4,885.75	4,838.85	5,205.20	5,138.73	5,384.11	5,766.30	5,568.92	7,516.80	3,750.21	5,339.65		
Total - Last Year		4,842.63	5,485.00	3,638.63	4,036.75	4,716.29	4,586.00	6,022.53	4,125.48	5,161.48	4,734.98		
Difference		43.12	-646.15	1,566.58	1,101.98	667.82	1,180.30	-452.62	3,391.33	-1,411.28	604.67		



BOARD REPORT

Date: October 10, 2025

To: Chair and Members
Brantford Police Services Board

From: Inspector Kristen Bell-Samson, Administration

Subject: 2026 Capital Budget Request #2

.....

PURPOSE:

To submit and obtain approval for 2026 Capital Budget Requests as part of the budget process.

BACKGROUND:

The proposed 2026 Capital requests are outlined in Appendix A. The total request of \$2,097,900 consists of \$120,900 in minor capital needs and \$1,977,000 in capital requirements.

Projected forecast for 2027 have also been provided given the City of Brantford multi-year budget cycle.

The proposed 2026 Capital requests were compiled after significant consultation with members from each Section of the Brantford Police Service.

RECOMMENDATION:

That the Brantford Police Services Board receive and provide direction on the proposed 2026 Capital Budget resulting in a total request of \$2,097,900.

Appendix A – 2026 Capital Project Requests

Project Name	2026	2027
Minor Capital		
UPS Battery Replacement Program	\$28,000	\$0
Printer Lifecycle Replacement Program	\$8,400	\$8,400
Smartphone Lifecycle Replacement Program	\$45,000	\$45,000
Honour Guard Ceremonial Rifles/Equipment/Uniforms	\$15,000	\$7,000
Breaching Door	\$10,000	\$0
FIS Camera Equipment Replacement Program	\$7,000	\$7,000
New Facility Cleaning Equipment	\$7,500	\$7,500
Replacement of Physical Backup Server	\$0	\$20,000
Canine Replacement	\$0	\$15,000
Commercial Vehicle Scales	\$0	\$10,000
Traffic Unit Speed Detection Devices	\$0	\$30,000
Prisoner Transport Vehicle Upfitting	\$0	\$40,000
SAP Bumpers	\$0	\$10,000
Minor Capital Total	\$120,900	\$199,900
Capital		
Fleet Equipment	\$50,000	\$0
Police Fleet Expansion (Growth)**	\$200,000	\$320,000
Police Vehicle Fleet Replacement	\$440,000	\$450,000
Covert Vehicle Fleet Replacement	\$140,000	\$0
Marked Vehicle Changeover	\$320,000	\$200,000
CAD Licences	\$100,000	\$0
Disaster Planning - Redundant Server Room	\$75,000	\$100,000
ESCO Capital Needs	\$125,000	\$150,000
Radio Battery Replacement	\$60,000	\$30,000
Storage Area Network (SAN) Replacement	\$150,000	\$0
Cell area Biometrics	\$50,000	\$0
Real Time Operations Center	\$75,000	\$0
Drone Replacement	\$32,000	\$30,000
Front Line Uniform & Replacements	\$100,000	\$100,000
Standard Body Armour Replacement	\$60,000	\$65,350
Armoured Vehicle (Rescue Vehicle - ERT)	\$0	\$40,000
PC LifeCycle Replacement Program	\$0	\$130,000
Windows Server Operating System	\$0	\$275,000
Ballistic Helment Replacement Program	\$0	\$20,000
Joint Training Facility with BFD	\$0	\$465,375
Prisoner Transport Vehicle	\$0	\$125,000
Total	\$1,977,000	\$2,180,725
Total Capital	\$2,097,900	\$2,380,625



BOARD REPORT

Date: October 10, 2025

To: Chair and Members
Brantford Police Services Board

From: Inspector Kristen Bell-Samson, Administration

Subject: 2026 Operating Budget Submission and Unmet Needs #2

.....

PURPOSE:

To submit and obtain approval for the 2026 Operating Budget and Unmet Needs as part of the budget process.

BACKGROUND:

The proposed 2026 Operating Budget, as outlined in Appendix A, is an estimate of revenues and expenditures of the Brantford Police Service. The proposed Net Operating Budget is \$58,657,102 – an increase of 7.79% (or \$4,241,403) from 2025. The Operating Budget, including unmet needs/change requests (\$1,070,875), is \$59,727,977 – an increase of 9.76% (or \$5,312,278) from 2025.

As expected, Compensation is the most significant portion of the 2026 Proposed Operating Budget. Salary increases were estimated as current Collective Agreements have expired.

There is also a substantial increase in the supplies lines given increases in the cost of various items (e.g., ammunition). Training costs have increased substantially given legislative requirements. The new facility has also contributed to an increase in funding given the larger workspace.

The projected forecast for 2027 has also been provided given the City of Brantford multi-year budget cycle.

The 2026 Operating Budget submission was compiled after significant consultation with members from each Section of the Brantford Police.

Itemized proposed Unmet Needs/Change Requests for 2026 is outlined in Appendix B.

RECOMMENDATION:

That the Brantford Police Services Board receives and provides direction on the proposed 2026 Operating Budget of **\$58,657,102** and the Unmet Needs Request of **\$1,070,875**. If both the 2026 Operating Budget and Unmet Needs are approved, the total Operating Budget for 2026 is **\$59,727,977**, resulting in an increase of **9.76%** from 2025.

Appendix A – 2026 Proposed Operating Budget

 BRANTFORD POLICE SERVICE 2026-2027 Proposed Base Operating Budget							
	2024 Budget	2024 Actual	2025 Budget	2025 Projected	2026 Budget	% 2026/2025	2027 Budget
REVENUE							
Grants and Subsidies	3,319,556	3,421,448	3,461,699	3,549,029	3,334,056	-3.69%	3,413,583
User Fees, Service Charges & Other Revenue	1,032,400	1,048,619	1,128,000	920,309	1,099,760	-2.50%	1,133,773
External Recoveries	985,766	1,972,980	1,657,256	2,089,301	1,883,760	13.67%	1,299,207
Inter-departmental Recoveries	870,601	1,005,665	947,648	933,048	1,204,768	27.13%	1,208,612
TOTAL REVENUE	6,208,323	7,448,712	7,194,603	7,491,686	7,522,344	4.56%	7,055,175
EXPENSES							
<i>Compensation</i>							
Salary & Wages	34,726,500	34,244,406	36,838,854	35,030,098	38,840,769	5.43%	42,387,907
Employee Benefits	11,936,315	12,029,676	13,891,828	13,556,364	15,341,179	10.43%	16,931,755
Overtime	1,906,579	2,635,295	2,005,000	3,479,185	2,355,000	17.46%	2,705,000
Other Compensation	322,087	332,838	389,958	389,958	408,960	4.87%	434,426
Total Compensation	48,891,481	49,242,215	53,125,640	52,455,605	56,945,908	7.19%	62,459,088
<i>Goods</i>							
Supplies	591,519	436,487	489,796	635,603	614,275	25.41%	677,490
Gasoline&Diesel	422,839	377,042	451,708	451,708	460,739	2.00%	469,957
Computer Hardware&Software	134,117	115,958	88,610	136,189	102,385	15.55%	87,688
Vehicles&Equipment	63,643	63,509	42,953	288,493	38,370	-10.67%	40,980
Total Goods	1,212,118	992,996	1,073,067	1,511,992	1,215,769	13.30%	1,276,115
<i>Services</i>							
Utilities	203,239	180,252	200,676	270,755	223,981	11.61%	210,252
Phone&Internet Services	266,703	254,495	294,025	314,619	344,727	17.24%	340,616
Building&Equipment R&M	338,419	268,691	322,552	328,658	353,772	9.68%	391,269
Vehicle R&M	192,220	274,847	308,276	353,705	343,819	11.53%	333,771
Hardware&Software R&M	706,506	745,352	1,103,663	1,207,602	1,173,292	6.31%	1,226,327
Training	442,888	356,155	409,759	454,672	563,062	37.41%	552,104
Security Services	347,400	336,076	354,340	240,883	400	-99.89%	400
Professional/Legal Service	352,490	350,346	283,200	283,200	303,500	7.17%	354,000
ESCO Services/PRIDE	1,130,384	1,264,502	1,262,797	1,411,231	1,476,754	16.94%	1,620,430
Lease/Rental	729,766	667,089	714,828	745,259	923,920	29.25%	931,832
Total Services	4,710,015	4,697,805	5,254,116	5,610,583	5,707,228	8.62%	5,961,001
<i>External Transfer/Internal Charges</i>							
External Transfer Costs	22,921	16,433	20,469	15,539	20,518	0.24%	20,569
Interdepartmental Charges	754,894	849,428	831,010	783,546	1,084,023	30.45%	1,086,517
Transfer to/from Reserve/Trust	108,500	108,787	1,306,000	1,302,376	1,206,000	-7.66%	1,306,000
Surplus to RF/Deficit funded from RF	-	1,032,653	-	-	-		
Surplus to be transfer/Deficit to be funded	-	-	-	-	-		
Total External Transfer/Internal Charges	886,315	2,007,301	2,157,479	2,101,460	2,310,541	7.09%	2,413,086
TOTAL EXPENSES	55,699,929	56,940,318	61,610,302	61,679,640	66,179,446	7.42%	72,109,290
Net Budget	49,491,606	49,491,606	54,415,699	54,187,954	58,657,102	7.79%	65,054,115

BRANTFORD POLICE SERVICE					
2026-2027					
Change Requests					
	2024 Budget	2025 Budget	2025 Budget	2027 Budget	
EXPENSES					
<i>Compensation</i>					
Salary & Wages			702,948	2,107,383	
Employee Benefits			316,152	952,592	
Other Compensation			-	4,500	
Total Compensation	-	-	1,019,100	3,064,475	
<i>One-Time Costs</i>					
Recruiting & Testing Exam			600	1,500	
Recruiting & Testing Background			8,800	11,000	
Recruiting & Testing - Psychology			4,375	4,375	
Uniform			7,600	15,200	
Use of Force			8,400	12,600	
Cell Phone			4,000	6,500	
Computer			18,000	40,700	
Total One-Time Costs	-	-	51,775	91,875	
TOTAL EXPENSES			1,070,875	3,156,350	
Unmet Needs Budget	-	-	1,070,875	3,156,350	
TOTAL BUDGET	49,491,606	54,415,699	59,727,977	68,210,465	
TOTAL BUDGET INCREASE IN \$			5,312,278	8,482,488	
TOTAL BUDGET INCREASE IN %			9.76%	14.20%	

Appendix B – Proposed Unmet Needs

Position	Start Date	2026	2027
2026			
(1) Fleet Maintenance Technician (Existing Casual Position)	Jan-26	\$115,222	\$125,523
(1) Custodian (new)	Jan-26	\$90,851	\$108,612
(1) Custodian (Existing Casual Position)	Jan-26	\$96,174	\$111,486
(1) Custodian (Existing P/T Position)	Jan-26	\$4,891	\$6,759
(1) Property Clerk (Existing Casual Position)	Jan-26	\$107,206	\$126,306
(1) Cyber Security Technician	Jul-26	\$61,416	\$135,996
(1) Communications Trainer	Jan-26	\$115,337	\$134,259
(2) Communicators	Jan-26	\$230,674	\$268,518
(5) P/T Records Clerks to F/T	Jan-26	\$11,593	\$24,136
(2) Fourth Class Constables	Jan-26	\$235,399	\$275,818
(1) Corporate Comms Co-Op Student	Jan-26	\$2,112	\$0
2027			
(1) Property Crime Investigator	Jan-27		\$194,279
(1) Procurement	Jan-27		\$126,888
(1) Offender Management Officer	Jan-27		\$194,279
(2) 1st Class Constables - SRO Program	Jan-27		\$377,369
(2) Digital Disclosure Technicians	Jan-27		\$208,782
(1) 1st Class Constable - MCRT	Jan-27		\$189,899
(1) Drug Vault & Firearm Property Clerk	Jan-27		\$103,146
(1) Staff Sergeant - Professional Standards	Jan-27		\$237,531
(1) Special Constable - Forensics	Jan-27		\$113,601
(1) HR Co-Op Student	Jan-27		\$93,166
Total		\$1,070,875	\$3,156,353

2025 Thank-A-Vet Luncheon

P.O. Box 28104, North Park Plaza • Brantford, Ontario • N3R 7X5

www.thank-a-vet.ca



Dear Friends:

Twenty-eight years ago, the Thank-A-Vet Luncheon Committee began a tradition of hosting veterans, their partners, widows and widowers of veterans and Silver Cross Mothers from Brantford, Brant County, Six Nations of the Grand and Mississaugas of the Credit at the Thank-A-Vet Luncheon to show our sincere appreciation for their service to our great country.

Core Committee

Bill Chopp, Co-Chair
Dave Levac, Co-Chair
Will Bouma
Matt Bradley
Jayne Carman
Richard Carpenter
Chris Chaban
Ed Chrzanowski
Roger Duck
Paul Elliott
Liz Ferraccioli
Bruce Patterson
Teresa Percival
Grant Philpott
Mike Rafferty
Tracy Vanderwyk

Plans are underway to host **the Luncheon on Saturday, November 1, 2025 at the T.F. Warren / Cainsville Community Centre**. Community volunteers will serve a delicious lunch and a commemorative gift will be given to every veteran and their partner, the widows and widowers of veterans and Silver Cross Mothers.

For any veterans, widows and widowers of veterans and Silver Cross Mothers who are unable to attend the Luncheon, the Thank-A-Vet Committee will deliver a gift bag prior to Remembrance Day.

We are a registered charitable organization and tax receipts will be issued for the full amount of your donation. In addition, you or your company will be recognized in the Luncheon program and in an insert that will be included in each delivered gift bag.

Enclosed please find a Donation Form. If you wish to assist with this very worthy project, please forward a cheque or make an eTransfer as detailed on the Donation Form. Due to rising costs for the luncheon meals and veterans' gifts, we have found it necessary to raise the sponsorship amounts this year.

If you have questions, please contact Jayne Carman at 519-770-9314 or by e-mail at admin@thank-a-vet.ca

On behalf of the Thank-A-Vet Luncheon Committee, **thank you!**

Dave Levac
Co-Chairs, Thank-A-Vet Luncheon

Bill Chopp

Don't Forget – Thank a Vet!



Sponsorship/Donation Form

Thank-A-Vet 2025 Recognition

Platinum\$1000
Gold\$500
Silver\$250
Bronze\$125
Individual *Sponsor 1 Veteran*\$40

THANK-A-VET 2025 RECOGNITION DONATION FORM

Name: _____

Mailing Address: _____

Postal Code: _____ Phone Number: _____

E-mail Address: _____

Sponsorship Type (Circle One)

Platinum

Gold

Silver

Bronze

Individual

Make cheques payable to: **Thank-A-Vet Luncheon**

Mail to:

Thank-A-Vet Luncheon

P.O. Box 28104, North Park Plaza, Brantford, ON N3R 7X5

Please send your sponsorship donation with this page by **October 27, 2025**

Donations can also be made via eTransfer at **admin@thank-a-vet.ca**. Please also forward a copy of your donation form to that e-mail address

With sincere appreciation

Thank-A-Vet Luncheon Committee

All contributions will receive a tax receipt



BOARD REPORT

Date: September 22, 2025

To: Chair and Members
Brantford Police Services Board

From: Inspector Kevin Reeder

Subject: Report on SIU Section 81(1) Investigation
SIU# 25-OSA-190

PURPOSE:

Section 81(1) of the *Community Safety and Policing Act* directs that if the SIU Director causes an incident to be investigated under section 15 of the *Special Investigations Unit Act, 2019* involving a member of a police service, other than a Deputy Chief of Police, the Chief of Police of the police service shall investigate:

- (a) the member's conduct in relation to the incident;
- (b) the policing provided by the member in relation to the incident; and
- (c) the procedures established by the Chief of Police as they related to the incident.

The Chief of Police shall report the findings and any action taken or recommendations based on the findings of the Section 81(1) investigation to the Police Service Board.

Section 8(3) of Ontario Regulation 90/24 directs that a Chief of Police who is required to report on an investigation under section 81(1) shall give the report to the Police Service Board. If no criminal charges are laid against a member of the police service, the report shall be given within 90 days after the SIU Director publishes a final report.

Section 8(5) of Ontario Regulation 90/24 directs that a Police Service Board shall publish the report on the internet no later than 30 days after receiving the report.

BACKGROUND:

On May 13, 2025, at 9:40AM, staff of a local motel on Colborne Street East contacted the Brantford Police Service to request assistance with the removal of an unwanted woman from their premises.

At 10:08AM, two male Brantford Police Constables arrived at the motel and began speaking to the unwanted female. During their investigation, the officers learned the female had an outstanding warrant for her arrest. At 10:28AM, the officers arrested this female.

She was transported to the police station to await a bail hearing. After her arrest and during the booking procedure, she made allegations stating that one of the officers had “*put his hands down her pants*”. The Duty NCO confirmed that she was alleging being sexually assaulted by one of the officers and as such the Special Investigations Unit was contacted.

The Special Investigations Unit (SIU) began an investigation. At the conclusion of that investigation, the SIU determined there were no reasonable grounds to believe the officer had committed the sexual assault or any other criminal offences. The SIU determined that the female’s credibility was diminished due to inconsistencies in her statements.

On September 5, 2025, the SIU Director sent his final report to the Chief of Police concluding their investigation and outlining their findings. No further action was taken by SIU.

CONCLUSION:

The ensuing Section 81(1) investigation found the conduct of the officers involved in this incident fell within the duties prescribed in the *Community Safety and Policing Act* and in accordance with Brantford Police Service policies and procedures.

No deficiencies were identified with the policies and procedures or services provided by members of the Brantford Police Service.

Further, there was no evidence discovered that suggested members committed misconduct or unsatisfactory work performance.

As a result, no further action is recommended to be taken.

RECOMMENDATIONS:

THAT the Board accepts this report as required under the *Community Safety and Policing Act*, and

THAT the Board directs the Chief of Police to post this report on the internet within 30 days of receiving the report.

**BRANTFORD POLICE SERVICES BOARD
MINUTES
THURSDAY, SEPTEMBER 18, 2025 – 9:00 A.M.
BOARDROOM, 344 ELGIN STREET, BRANTFORD**

Allan Lovett in the Chair

ROLL CALL

PRESENT: Allan Lovett, Chair
 Councillor Mandy Samwell, Vice-Chair
 Mayor Kevin Davis
 Dan Houssar
 Krupesh Shah

ALSO PRESENT: Chief Jason Saunders
 Deputy Chief Rich Paolini
 Police Staff – Insp. M. Sciberras, A/Insp. D. Disher, R. Matthews-
 Osmond, T. Fischer, A. Lin, N. Ensall
 Virginia Kershaw, Executive Assistant

1. PRESENTATIONS/DELEGATIONS
--

None

2. DECLARATIONS OF CONFLICT OF INTEREST

None

3. ITEMS FOR CONSIDERATION
--

Items 3.1 and 3.2, 3.3 were separated for discussion purposes prior to calling the vote on all Items for Consideration and Consent Items.

3.1 Issues Update – Deputy Chief Reports

Deputy Chief Paolini addressed the Board and provided all Deputy Chief reports. Questions of clarification were answered by Staff.

3.1.1 Police Station Renovation Project Update

Moved by D. Houssar
Seconded by M. Samwell

THAT the report from Deputy Chief Paolini dated September 10, 2025 regarding 344 Elgin Street Construction Update BE RECEIVED.

CARRIED

3.1.2 5-Year Statistical Analysis

Moved by D. Houssar
Seconded by M. Samwell

THAT the report from Deputy Chief Davies dated September 3, 2025 5-Year Statistical Analysis BE RECEIVED.

CARRIED

3.1.3 Long Service Recognition for Brantford Police Service Members

Moved by D. Houssar
Seconded by M. Samwell

THAT the report from Deputy Chief Paolini dated September 9, 2025 regarding Long Service Recognition for Brantford Police Service Members BE RECEIVED; and

THAT the Board AUTHORIZE the purchase of outstanding long service recognition gifts from 2023 and 2024 budget years using funds raised from the sale of property at auction as per Section 258(2) *Community Safety and Policing Act, 2019*.

CARRIED

3.2 Issues Updates – Chief Saunders

Chief Saunders addressed the Board and provided his report. Questions of clarification were answered by Staff.

3.2.1 Auction Proceeds Account - Request for Funds – Ride to Remember 2025 / Police Memorial Event – September 24-28, 2025 (\$250 donation recommendation)

Moved by D. Houssar
Seconded by M. Samwell

THAT the Brantford Police Services Board approves the transfer of \$250.00 from the Auction Fund Account to the Special Projects Account #132016 to provide a donation to the Ride to Remember 2025/Police Memorial Event being held on September 24-28, 2025.

CARRIED

3.3 Financial Reports

3.3.1 Monthly Financial Reports

Moved by D. Houssar
Seconded by M. Samwell

THAT the following Financial Reports dated September 8, 2025 BE RECEIVED:

- Auction Proceeds Trust Account – current to September 3, 2025;
- Police Seized Currency Trust account – current to September 3, 2025;
- Year to Date Variance Report – estimated to August 31, 2025
- Monthly Overtime Report - current to August 31, 2025.

CARRIED

3.3.2 2026 Capital Budget Request

Chief Saunders and staff reviewed the current draft 2026 budget. A powerpoint presentation made to the Board is included in the original minute file folder. Board member requested staff to provide more detailed spreadsheet that outlines budget versus actuals in the past year. Staff reviewed various larger increases being faced in the 2026 budget. Current suggested unmet needs were reviewed in detail. The need to provide a fiscally responsible budget for the citizens is paramount, while balancing the need to provide for a safe community with a properly supported Police Services. Staff will review this draft budget and bring back a revised budget for the October meeting.

Moved by D. Houssar
Seconded by M. Samwell

THAT the report from Inspector K. Bell-Samson dated September 9, 2025 regarding 2026 Capital Budget Request BE RECEIVED.

CARRIED

3.3.2 2026 Operating Budget Submission and Unmet Needs

Moved by D. Houssar
Seconded by M. Samwell

THAT the report from Inspector K. Bell-Samson dated September 9, 2025 regarding 2026 Operating Budget Submission and Unmet Needs BE RECEIVED.

CARRIED

3.4 Report on Section 81(1) Investigations (SIU)

Moved by D. Houssar
Seconded by M. Samwell

3.4.1 SIU Investigation 25-0SA-118

THAT the report prepared by Inspector Kevin Reeder dated July 7, 2025 regarding SIU Investigation 25-OSA-118 (February 24, 2020 Incident) BE ACCEPTED as required under the Community Safety & Policing Act; and

THAT the Board DIRECTS the Chief of Police to post this Report on the internet within 30 days of receiving the Report.

3.4.2 SIU Investigation 25-OCI-117

THAT the report prepared by Inspector Kevin Reeder dated August 11, 2025 regarding SIU Investigation 25-OCI-117 (March 25, 2025 Incident) BE ACCEPTED as required under the Community Safety & Policing Act; and

THAT the Board DIRECTS the Chief of Police to post this Report on the internet within 30 days of receiving the Report.

3.4.3 SIU Investigation 25-OCI-133

THAT the report prepared by Inspector Kevin Reeder dated August 11, 2025 regarding SIU Investigation 25-OCI-133 (February 19, 2025 Incident) BE ACCEPTED as required under the Community Safety & Policing Act; and

THAT the Board DIRECTS the Chief of Police to post this Report on the internet within 30 days of receiving the Report.

3.4.4 SIU Investigation 25-OCI-135

THAT the report prepared by Inspector Kevin Reeder dated August 27, 2025 regarding SIU Investigation 25-OCI-135 (February 7, 2025 Incident) BE ACCEPTED as required under the Community Safety & Policing Act; and

THAT the Board DIRECTS the Chief of Police to post this Report on the internet within 30 days of receiving the Report.

CARRIED

3.5 Ontario Association of Police Services Boards – 2025 Labour Conference - November 25-26, 2025 (Authorization of Board required for member to attend as per Brantford Police Services Board Policy #94-01) (Note: D. Houssar and A. Lovett have indicated they would like to attend).

Moved by D. Houssar
Seconded by M. Samwell

THAT Dan Houssar and Allan Lovett BE AUTHORIZED to attend the November 25-26, 2025 Ontario Association of Police Services Boards – 2025 Labour Conference being held in Toronto, Ontario.

CARRIED

4. CONSENT ITEMS

4.1 Minutes

Moved by D. Houssar
Seconded by M. Samwell

THAT the June 26, 2025 Regular Police Services Board Minutes BE APPROVED.

CARRIED

4.2 Quarterly Report – Q2 - 2025 – Public Complaints Against Police

Moved by D. Houssar
Seconded by M. Samwell

THAT the Second Quarter Report 2025 - Public Complaints Against Police Report dated July 7, 2025 BE RECEIVED.

CARRIED

4.3 Biannual Report – Disciplinary Measures Imposed

Moved by D. Houssar
Seconded by M. Samwell

THAT the report prepared by Inspector Kevin Reeder dated June 1, 2025 regarding Disciplinary Measures Imposed – Biannual Report (January 1st to June 1st, 2025) BE ACCEPTED as required under the Community Safety & Policing Act, Section 215(1); and

THAT the Board DIRECTS the Chief of Police to post this Report on the internet within 30 days of receiving the Report and forwarded to the Law Enforcement Complaints Agency (LECA) on behalf of the Board.

CARRIED

4.4 Information Items

Moved by D. Houssar
Seconded by M. Samwell

THAT the following Information Items BE RECEIVED:

4.4.1 Correspondence dated June 24, 2025 regarding Incidents of Violence and Harassment in Condominium Communities – Improved Police Presence, Responsiveness and Intervention Required.

4.4.2 All Chiefs Memo dated re. Proposed Amendments to O'Reg 521/01 (Collection of Personal Information) under the Education Act regarding Police Record Checks

CARRIED

5. NEW BUSINESS

5.1 Chair Update on Activities on behalf of Board – (no copy)

None

5.2 New Business Matters from Members of the Board (no copy)

None

6. RESOLUTIONS

None

7. NOTICES OF MOTION

None

8. NEXT MEETING DATE

October 23, 2025

9. ADJOURNMENT

The meeting adjourned at 10:00 a.m.

The minutes of this meeting were adopted on October 23, 2025.

Chair

Executive Assistant



BOARD REPORT

Date: October 1, 2025

To: Chief Jason Saunders
Chair and Members
Brantford Police Services Board

From: Inspector Kevin Reeder

Subject: Public Complaints Quarterly Report (Q3 - 2025)

.....

PURPOSE:

To provide the Police Services Board with an update on public complaints submitted to the Law Enforcement Complaints Agency (LECA) and the Inspectorate of Policing during the 3rd quarter of 2025.

LECA accepts complaints from members of the public about the conduct of police officers. The Inspectorate of Policing accepts complaints relating to adequacy and effectiveness of policing including policy and service complaints.

BACKGROUND:

In the 3rd quarter of 2025 (July to September), ten (10) public complaints were submitted to LECA against the Brantford Police Service.

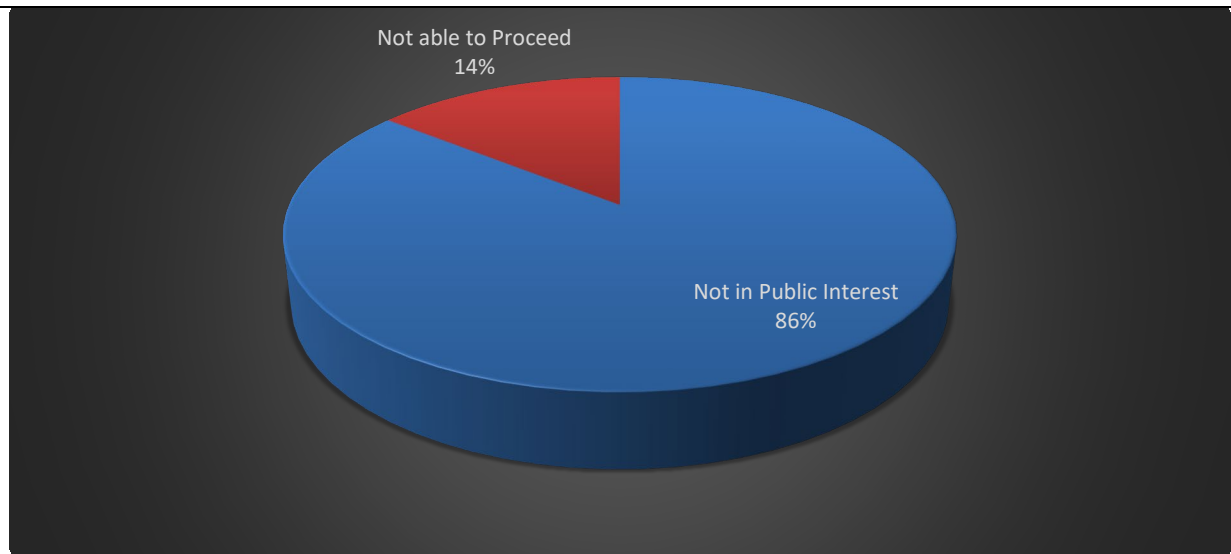
Seven (7) of these public complaints were “screened-out” by LECA and required no further action. Three (3) public complaints were “screened-in” and are currently under investigation.

No complaints were made to the Inspectorate of Policing in Q3.

Total # of LECA Complaints in Q1	Total # of Individual Misconduct Allegations	Total # of Officers Involved
10	13	15

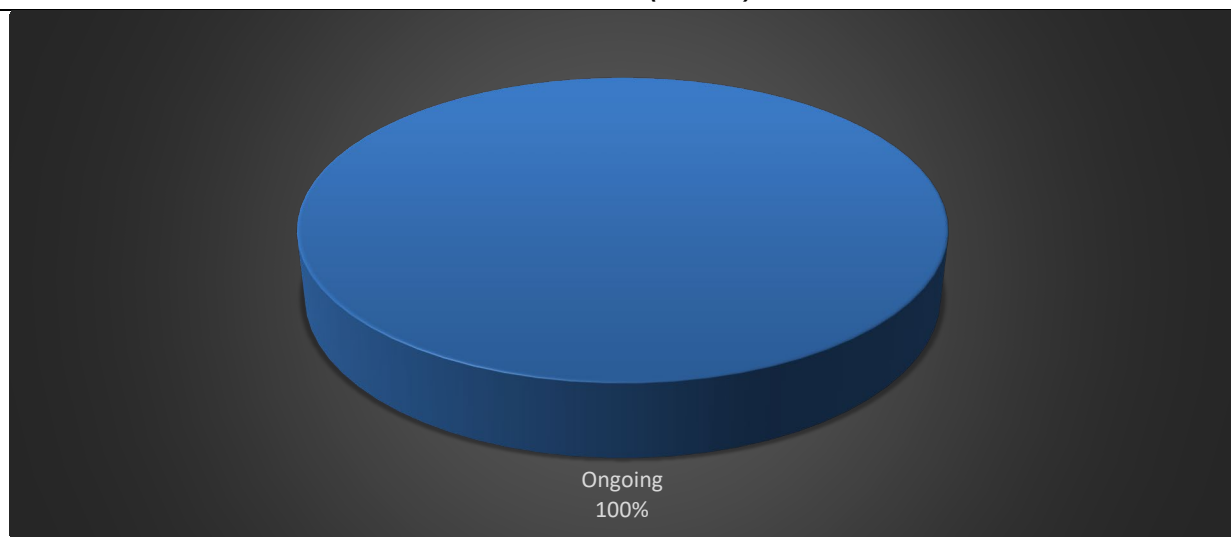
Complaints “Screened-Out” by LECA
(No Investigation Required)

Total - 7 (70%)



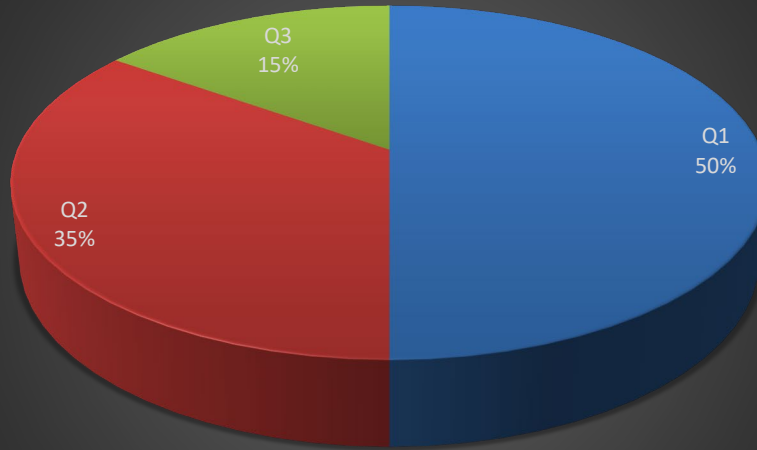
Complaints “Screened-In” by LECA
(Investigation Required)

Total - 3 (30%)



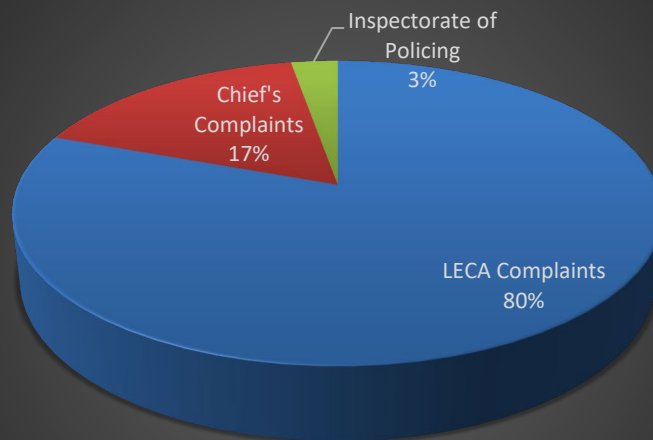
LECA Complaints per Quarter
(Investigation Required)

Total - 67



Total Complaints This Year

LECA Complaints – 67
Chief's Complaints – 18
Inspectorate of Policing Complaints – 2



There have been a total sixty-seven (67) LECA complaints made thus far in 2025.

For comparison, at this time in 2024, forty-eight (48) complaints were submitted to LECA.

This is an **increase of 39.58%** in LECA complaints submitted.

RECOMMENDATIONS:

That the Board receives the report.

Inspector General Advisory Bulletin



Advisory Bulletin 2.1: Board and Committee Meetings

Date of issue: September 25, 2025

What you need to know

Police service boards and OPP detachment boards conduct their business and make deliberations, considerations, and decisions in meetings. The *Community Safety and Policing Act* (CSPA) sets out requirements for meetings held by boards and their committees, and establishes a modern approach premised on public transparency of board business as the ‘rule,’ with requirements for a board to publicly explain when meetings are closed to the public.

“Meeting” Definition

The CSPA does not define “meeting” for determining when compliance with meeting requirements is necessary. Using subsection 238(1) of the *Municipal Act* for guidance, boards should consider a meeting to be any regular, special, or other gathering of a board or committee where:

- a quorum of members is present, and
- members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board or committee.

Social or informal gatherings of board members would not be board meetings unless the two-part test described is met. Board members should be vigilant when a quorum is present at gatherings to avoid holding unintended meetings.

Meeting Notice – CSPA subsections 43(5)-(7)

Boards and committees must publish notice of meetings that are open to the public on the Internet. The notice must:

- be published at least seven days before the meeting, except in extraordinary circumstances (CSPA subsection 43(5)-(6)); and,
- include the proposed agenda and either the record of the most recent public meeting or information on how the public can access that record (CSPA subsection 43(7)).

Electronic meeting notices must include specific information about how to access the meeting.¹

Transparency and Open Meetings – CSPA subsection 43(3)

Meetings conducted by boards and their committees must be open to the public subject to decisions to close meetings or parts of meetings when permitted by subsection 44(2).

The purpose of the CSPA open meeting rule is to increase the open and transparent exercise of board authority and discharge of duties so as to enhance public confidence in the operation and integrity of boards, and by extension the policing they oversee.

Boards and committees should consider public access when deciding on meeting locations. Holding a “public” meeting within a secure police facility or at a non-published location may not always meet the test of “open to the public”². In addition, the use of electronic meetings presents additional challenges to ensure meetings are publicly open.

Closed Meetings – CSPA subsections 44(2)-(6)

Boards and committees may (not must) close meetings to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record (a “law enforcement” matter);
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation affecting the board, including matters before administrative tribunals;
- advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

¹ [Ombudsman Investigation Report – Municipality of West Elgin December 2024](#)

² [Ombudsman Investigation Report – Township of Woolwich June 2015](#)

- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board; or,
- an ongoing investigation respecting the board.

Boards should note the discretionary nature of decisions to exclude the public when considering the above subjects. When making these decisions, boards and committees should balance the principles of transparency and public interest against the potential harm of disclosure.

Meetings must be closed to the public by police service boards and their committees if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act* (CSPA subsection.44(3)).

Board and committee meetings may also be closed to the public if held for the purpose of educating or training members and the business or decision-making of the board is not materially advanced in the meeting (CSPA subsection.44(6)).

The CSPA open and closed meeting rules for boards and committees very closely follow, with some modifications, the rules for municipal councils, committees, and local boards under Ontario's *Municipal Act*. The Ontario Ombudsman has been examining open meeting matters under that Act since 2008 and has published guidance that the IoP believes will assist police service boards, OPP detachment boards and their committees when making decisions on the CSPA open and closed meeting rules and practices. The Ontario Ombudsman guidance document is available here: [Open Meetings - Guide for Municipalities | Ombudsman Ontario](#)

Agenda Considerations – CSPA subsection 44(1)

Before holding a meeting, boards and committees must consider whether to close the meeting or part of the meeting having regard to subsections 44(2)-(3) of the CSPA, referenced above, which list subjects that either permit or require the exclusion of the public.

Resolution Closing Meeting – CSPA subsection 44(1)

If a board or committee decides to exclude the public, they must state by resolution the fact the board is holding a closed meeting, and the general nature of the matter to be considered. In addition, if the public is excluded from a meeting held for educating or training board or committee members, the resolution must specifically state that the meeting is closed under subsection 44(6).

In addition to the CSPA requirement for educational and training meetings, the IoP recommends that closed meeting resolutions cite the specific CSPA authority for excluding the public in all instances. The IoP further recommends that resolutions have sufficient detail of the closed matter to assure the public that the power to close the meeting is being responsibly exercised. Finally, to support transparency, the required resolution must be made in a meeting or part of a meeting that is open to the public.

Board Delegation and Committees – CSPA subsections 42(1)-(4)

Boards may delegate any of their powers to a committee established by by-law of the board. The by-law may govern the name, powers, duties, and quorums of the committee. The by-law should also govern the composition of the committee and member appointment process.

Committees must be composed of at least two members of the board, except if the only delegated power is bargaining under Part XIII of the CSPA. A bargaining committee can be composed of one board member. Additional non-board members may be appointed to the committee as long as a majority of the committee is composed of members of the board.

Quorum – CSPA subsection 43(2)

Boards and committees must have a quorum present to hold a meeting to conduct business and make decisions. Quorum is a majority of the members of the board.

Vacancies on a board do not reduce meeting quorum requirements. For example, quorum for a five-member board with two vacancies remains at three members.

Board members are not counted towards quorum if they are prohibited from exercising the powers or performing the duties of their position because mandatory training has not been completed (CSPA subsections 35(2)-(5)).

Board members may become subject to Inspector General investigations into their conduct and directed to decline to exercise their powers or perform their duties as a member of the board pursuant to CSPA subsection 122(1). Board members who have received this direction are not counted towards quorum. If the board cannot constitute quorum as a result, the Inspector General may appoint additional members to act in their place for the duration of the investigation.

Quorum for committees is determined by boards through their by-law establishing the committee (CSPA subsection 42(2)).

Meeting Frequency – CSPA subsection 43(1)

Boards must hold at least four meetings each year. Holding meetings exceeding this minimum and the period between meetings are discretionary decisions for boards. These decisions should be based on the governance obligations and statutory responsibilities arising from the size and complexity of the governed police service or OPP detachment, and the needs of the area under the board's jurisdiction.

Record of Meeting – CSPA subsection 43(4)

Boards must record all resolutions, decisions, and other proceedings at all meetings, whether open to the public or not. The record must not include additional notes or comments by the recorder.

The IoP recommends boards, when establishing committees, include this recording requirement as a duty of the committee in the governing by-law.

What you need to do*Meeting Practice Examination and Potential Changes to Practice*

Boards should examine their meeting practices, particularly regarding holding closed meetings, in consideration of the transition from long-standing *Police Services Act* requirements to those newly established by the CSPA. Where needed, adjustments should be made to come into compliance.

Boards should have any changes in meeting practices reflected in their established rules and procedures (CSPA section 46).

The new requirement for a resolution to close meetings will require some boards to change their existing practice of holding two distinct consecutive meetings – open and closed – with the closed meeting entirely excluding the public. Through its monitoring function, the IoP has observed that boards who have successfully transitioned meeting practices to the new requirements have adopted one of two options, both of which are CSPA-compliant:

- Two distinct consecutive meetings: Open meeting is entirely public and ends with adjournment. The closed meeting starts with an open part for routine administrative matters (opening statements, declarations of interest) followed by a resolution compliant with CSPA subsection 44(1). The closed portion ends with a resolution to return to public. The closed meeting ends in public with adjournment.
- A single meeting that is partly open and partly closed: The open part is closed by resolution compliant with CSPA subsection 44(1). The closed portion ends by resolution to return to the open meeting. The meeting continues in public until adjournment.

Emergency and Special Meetings

A board may be required to hold an emergency or special meeting outside of its regularly scheduled meetings. IoP Advisors have the authority to enter board meetings for compliance monitoring, including those closed to the public, pursuant to CSPA subsection 115(7). Boards should **notify their assigned Police Services Advisor for all emergency and special meetings whether open to the public or closed so the IoP is**

aware and the Advisor can determine whether attendance is necessary in the circumstances.

What we will do

The IoP's Police Services Advisors support the Inspector General's statutory monitoring and advisory duties under the CSPA. Advisors are available to provide advice on board compliance with the CSPA meeting requirements, including suggested application of leading practices and referrals to boards that have established good practices.

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA subsection 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.

POLICE SERVICES ADVISORS – BOARD & POLICE SERVICE ASSIGNMENTS

POLICE SERVICES LIAISON UNIT, INSPECTORATE OF POLICING

Zones are OAPSB and OACP consistent. Municipal board names are as recorded by the Public Appointments Secretariat, except for regional municipalities, which have been modified for consistency. Boards responsible for multiple municipalities (excluding upper-tier boards) are indicated as “joint”. Police service names significantly different from the board are listed with the board. There are currently **43** municipal boards in Ontario.

Municipal Boards & Police Services – CSPA Part IV

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Tom Gervais (416) 432-5645 tom.gervais@ontario.ca <i>B/U Ron LeClair</i>	Graham Wight (416) 817-1347 graham.wight@ontario.ca <i>B/U Ryan Berrigan</i>	Ryan Berrigan (416) 315-2483 ryan.berrigan@ontario.ca <i>B/U Graham Wight</i>	David Tilley (647) 224-9370 david.tilley@ontario.ca <i>B/U Hank Zehr</i>	Hank Zehr (437) 777-9605 hank.zehr@ontario.ca <i>B/U David Tilley</i>	Ron LeClair (226) 280-0166 ronald.leclair@ontario.ca <i>B/U Tom Gervais</i>
Greater Sudbury	Belleville	Barrie	Brantford	Guelph	Aylmer
North Bay	Brockville	Bradford West Gwillimbury & Innisfil (joint) - <i>South Simcoe</i>	Halton Regional	Hanover	Chatham-Kent
Sault Ste. Marie	Cornwall	Cobourg	Hamilton	Owen Sound	LaSalle
Thunder Bay	Deep River	Durham Regional ¹	Niagara Regional	Saugeen Shores	London
Timmins	Gananoque	Kawartha Lakes	Woodstock	Stratford	Sarnia
	Kingston	Peel Regional ²		Waterloo Regional	St. Thomas
	Ottawa	Peterborough		West Grey	Strathroy-Caradoc
	Smiths Falls	Port Hope			Windsor ^{1,2}
		Toronto ^{3,4}			
		York Regional			
		¹ <i>Tom Gervais B/U</i>			¹ <i>Hank Zehr Primary</i>
		² <i>Hank Zehr Primary</i>			² <i>David Tilley B/U</i>
		³ <i>Tom Gervais Primary</i>			
		⁴ <i>David Tilley B/U</i>			
5	8	10	5	7	8
					Total 43

OPP Detachment Boards - CSPA s.67

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Almaguin Highlands	Central Hastings	Bancroft	Brant County	Dufferin 1	Elgin
Dryden 1	Frontenac	Collingwood 1	Haldimand	Dufferin 2	Essex County 1
Dryden 2	Grenville 1	Collingwood 2	Norfolk	Dufferin 3	Essex County 2
Dryden 3	Grenville 2	Bracebridge	Oxford 1	Dufferin 4	Lambton 1
East Algoma 1	Hawkesbury	City of Kawartha Lakes	Oxford 2	Grey Bruce	Lambton 2
East Algoma 2	Killaloe	Haliburton County	Oxford 3	Huron	Middlesex
East Algoma 3	Lanark County	Huntsville		Huron West	
Greenstone	Leeds County	Northumberland		Perth County	
James Bay 1	Lennox & Addington 1	Nottawasaga		South Bruce	
James Bay 2	Lennox & Addington 2	Orillia		Wellington	
James Bay 3	Prince Edward County	Peterborough			
Kenora 1	Quinte West	South Georgian Bay			
Kenora 2	Renfrew				
Kirkland Lake	Russel County				
Manitoulin 1	Stormont, Dundas and Glengarry				
Manitoulin 2	Upper Ottawa Valley 1				
Marathon	Upper Ottawa Valley 2				
Nipigon 1	Upper Ottawa Valley 3				
Nipigon 2					
Nipissing West 1					
Nipissing West 2					
North Bay 1					
North Bay 2					
North Bay 3					
Rainy River 1					
Rainy River 2					
Red Lake					
Sault Ste. Marie					
Sioux Lookout					
South Porcupine					
Superior East					
Temiskaming 1					
Temiskaming 2					
Temiskaming 3					
Thunder Bay					
West Parry Sound					
36	18	12	6	10	6
					Total 88



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

Bureau de l'inspecteur général
des services policiers

777, rue Bay
7^e étage, bureau 701
Toronto ON M5G

Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **September 25, 2025**

SUBJECT: Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework

Public trust is the cornerstone of effective policing. A strong police oversight framework – grounded in transparency and accountability – is essential to maintaining that trust and ensuring Ontario's police services and police service boards operate with integrity and fairness.

The IoP's Risk-Based Compliance and Enforcement Framework is Now Public

I am pleased to share the Inspectorate of Policing's (IoP) **Risk-Based Compliance and Enforcement Framework**: a strategic operating approach that combines integrated, risk-based methods with incentives to support compliance and elevate the performance of Ontario's policing entities. As you will hear me say, this Framework is the IoP's 'operating philosophy'. The IoP will apply this Framework—and the authorities available to the Inspector General (IG) under the *Community Safety and Policing Act* (CSPA)—based on ongoing assessments of risks that could impact the quality and effectiveness of policing and police governance in Ontario. Risk levels will be determined by reviewing indicators of adequate and effective policing, including signs of police service or board non-compliance or misconduct by police service board members, along with factors that may either increase or reduce those risks.

This [publicly available Framework](#) is designed to implement the mandate of the Inspector General of Policing (IG) in a manner that strengthens oversight and fosters transparency, accountability, and public confidence in policing across the province.

Early concepts from the Framework were presented as part of the IoP's session at the CSPA Summit in February 2024. Following that, the IoP engaged with stakeholders, including the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, and the Police Association of Ontario, to share the draft Framework and gather feedback to inform this final product. I appreciate this engagement and the contributions each of these organizations continue to make to our shared goals of making everyone in Ontario safer.

New Advisory Bulletin Concerning Board Meetings

I am also pleased to share with you the attached **IG Advisory Bulletin 2.1: Board and Committee Meetings**. This Bulletin summarizes requirements found in the CSPA for police service board meeting practices, and provides additional guidance and IG advice on how to remain compliant with those requirements by implementing certain approaches. Complying with the CSPA's board meeting requirements—while this may require adjustment to long-standing past practice—is an obligation all boards must embed into operations. I strongly encourage all police service boards to read and incorporate this IG advice and practice into regular board business and procedures, and ensure that your board is operating in compliance with all statutory meeting requirements. Please engage with you Police Services Advisor if you have any questions about implementation within your specific local context.

IoP Organizational Updates

I also would like to share some recent updates to the IoP team that will be relevant to you in receiving support from, and engaging with, our organization.

First, I am pleased to announce that **Morgan Terry** has taken on the newly created position of Assistant Director in the Investigations, Inspections and Liaison Branch. Demonstrating our commitment to ongoing communication and proactive engagement with the sector, Morgan will work alongside Deputy Inspector General, Joseph Maiorano, with a specific focus on the IoP's liaison, monitoring and advisory functions. In this role, Morgan will lead IoP strategy and team members to deliver advice and support to the policing sector to ensure compliance and promote continuous improvement in service delivery and governance. For clarity, Joe will continue to oversee our work on policing complaints, investigations and inspections.

Second, in support of your engagement of IoP Police Services Advisors on day-to-day issues and advice, please find attached an **updated Advisor Assignment List**. As always, you are encouraged to reach out to your Advisor should you have any questions regarding IoP communications or CSPA compliance.

We thank you for your continued dedication to excellence in police service and its governance.

Sincerely,



Ryan Teschner

Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.

Deputy Solicitor General, Community Safety

RISK-BASED COMPLIANCE AND ENFORCEMENT FRAMEWORK



September 2025

1. Introduction

A strong police oversight framework, built on transparency and accountability, recognizes that public trust is essential for police to do their jobs effectively.

The Community Safety and Policing Act, 2019 (CSPA) created the role of the Inspector General of Policing (IG) as part of the broader transformation of Ontario's policing legislative framework. The role of the IG – the first of its kind in Canada – is an important ingredient to enhancing police oversight and performance in Ontario.

The Inspectorate of Policing (IoP) is an arm's-length oversight body established to meet the legislated mandate of the IG under the CSPA. On behalf of the IG, the IoP delivers a spectrum of oversight functions for the policing and police governance sector in Ontario, including compliance inspections of police services, police board member conduct inspections, monitoring and advisory services, and, where necessary, enforcement that is driven by research and data analysis.

The IoP drives improvements in policing to make everyone in Ontario safer by ensuring that the public safety sector is responsive to the diverse communities it serves. To do this, the IG's oversight mandate includes working with the following entities:

- Municipal police services and the Ontario Provincial Police (OPP);
- Chiefs of police and police service boards;
- OPP Detachment Boards;
- Special Constable Employers; and,
- First Nations (FN) police services and boards that opt-into the CSPA framework.

2. Ongoing Assessment of Risk

The application of the IoP's Compliance Model, including the range of activities and enforcement measures provided to the IG under the CSPA, will be based on a continual assessment of risk to the delivery of good policing. The IoP will determine the level of risk by assessing indicators of adequate and effective policing, including potential or existing non-compliance or board member misconduct, along with the presence of mitigating or aggravating risk factors.

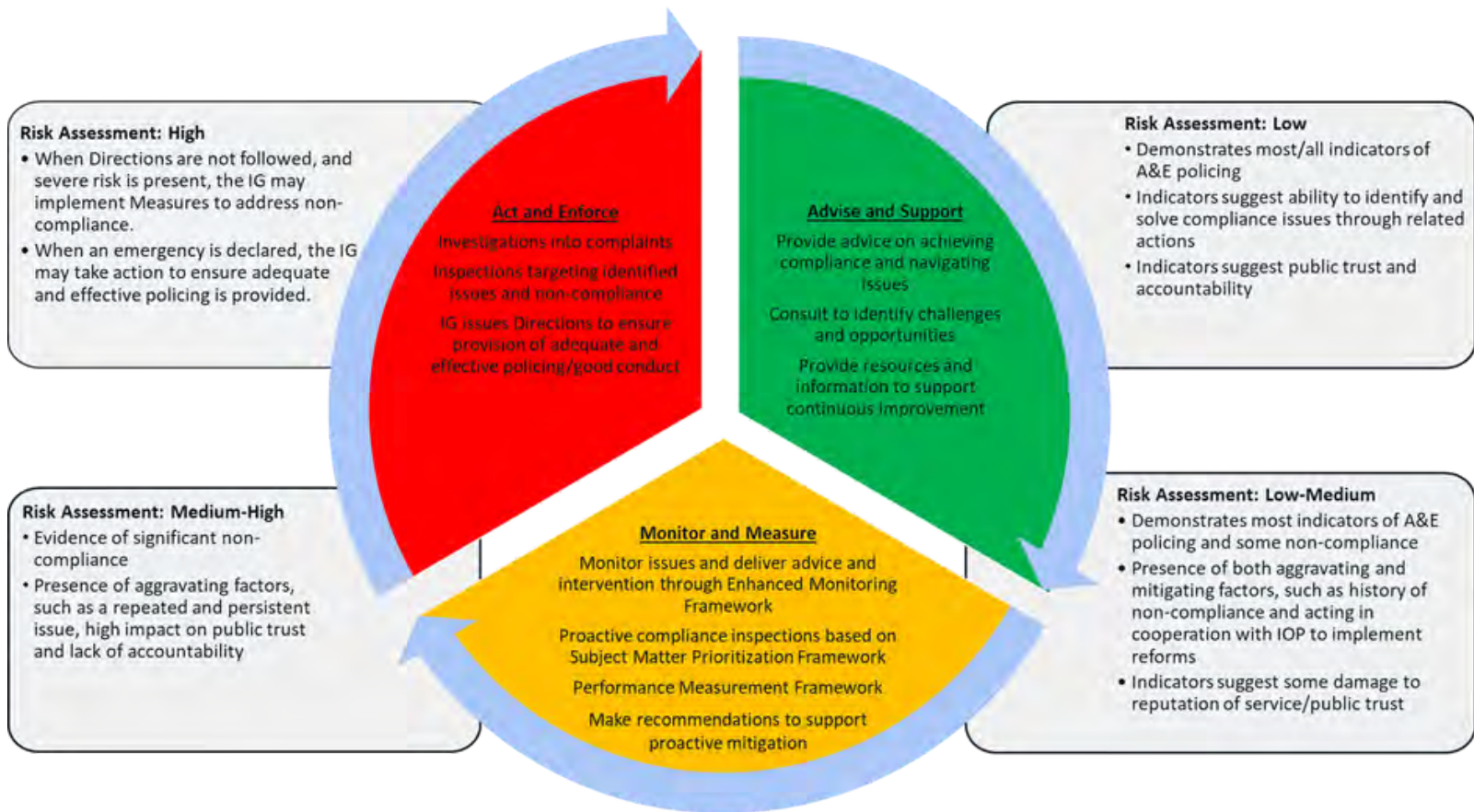
Indicators of Adequate and Effective Policing*	Mitigating or Aggravating Risk Factors**
• Achievement of compliance as set out in the CSPA and its regulations • Strength of local relationships and communication, including between the Chief of Police and Police Services Board, and the Board, the Police Service and the community, among others • Allocation of resources to support adequate and effective police service delivery • Local police governance reflects understanding of the Ontario's policing framework, the role and responsibilities of the Police Services Board and compliance with the Board Member Code of Conduct • Ability to address emerging or persistent local issues impacting policing and community safety • Consideration of evolving events and issues that have broader impact on the policing sector as a whole	• Role of the responsible party in the misconduct or non-compliance (minor or major) • Seriousness of misconduct or non-compliance • Public interest • Impact on complainant(s) and community • Impact to public and officer safety • Previous compliance or conduct issues • Duration and frequency of issue • Damage to reputation of board and service • Intentional or unintentional • Steps already taken to address the issue(s) • Willingness to take accountability and implement reform

*List is not exhaustive. Assessments will be case-by-case and consider all factors relevant to the situation.

**For greater clarity, all references to conduct or misconduct are in relation to police services board members.

3. Compliance and Enforcement Model

The IoP's Compliance Model contains a mix of integrated, risk-based approaches and incentives to achieve compliance and improve the performance of policing entities. The Compliance Model is applied with discretion and good judgment – applying the “right touch” to deploy the most effective options, having regard to the relevant circumstances, and based on the level of risk. The IoP will apply the Model and associated activities with consideration for all available information to drive the assessment of risk.



4. Risk-based Compliance and Enforcement Activities

The Compliance and Enforcement Model will be used to guide the application of the IG's compliance and enforcement activities according to the level of risk associated with police service and police governance delivery. When engaging in any of its oversight and regulatory activities, the IoP will always seek to improve the overall performance of the policing sector in Ontario.

4.1 Advise and Support: Low Risk

The IoP will use its statutory consulting function to continually assess local police service delivery and governance, and potential risks. When a low risk to compliance and/or performance has been identified, the IoP will support compliance and continuous improvement by providing **advice and information** designed to assist the public safety entities the IG oversees. The IoP is well-positioned to see across Ontario's policing and police governance sector, identify areas that call out for attention and identify leading practices that will assist the sector in improving compliance with the CSPA and overall performance.

The IoP engages with policing entities to identify issues, challenges and opportunities to improve compliance with the CSPA, and overall police performance. We communicate directly with police leaders **on emerging or persisting issues** to identify areas for IoP support and promote collaboration on solutions – including solutions that may be relevant across Ontario's policing sector.

The IoP conducts **research and analysis to provide insight on issues, challenges and opportunities** to improve compliance and overall police and police governance performance. The **IoP will serve as a 'Centre of Excellence'** to proactively support learning and continuous improvement in the sector, distilling and sharing insights and advice gleaned through our monitoring, inspection findings, research and analysis. We will support understanding of our work, key issues in policing, policing performance and leading practices by publishing information and resources

4.2 Monitor and Measure: Low-Medium Risk

Routine monitoring of public safety entities ensures identification of issues that may require closer examination by the IoP, such as evolving local demands on policing, potential non-compliance, or leadership and governance issues. **Monitoring** may include maintaining awareness of local efforts to address known issues, or tracking wider issues that require more oversight and engagement from the IoP or other partners. This may include identifying matters for an inspection, with priority given to compliance issues and actionable outcomes that will have the greatest impact on improving public safety and policing performance.

The IoP may assess compliance and performance at a specific point in time, or, on a regular basis through **inspections and data analysis**. Inspections are a critical tool not only to verify that legal requirements are being met, but also to highlight local promising and/or innovative practices that may be adopted on a larger scale to support continuous service improvements across the province. Inspections may include document review and research, data collection and analysis, or interactive, onsite assessments, or a combination of these methods.

Our **Policing Performance Measurement Framework*** (PPMF) will power our intelligence-led approach to identifying current and emerging trends and generate real insights – for the public and the policing sector – as to what drives and hinders effective police performance and governance, and highlights leading practices to promote continuous improvement. The PPMF will enable the IoP to identify poor performance or specific activity categories that warrant improvement or further inspection. Through this proactive approach, the IoP will be able to see where support or intervention may help to address issues early, before they escalate into matters of non-compliance.

When IoP monitoring and measurement activities identify performance issues or potential non-compliance or misconduct, additional compliance activities may be undertaken.

4.3 Act and Enforce: Medium-High Risk and High Risk

a) Medium-High Risk

The IoP ensures compliance and the delivery of adequate and effective policing by taking **enforcement actions** to address policing complaints and issues identified by the IoP. In this part of the Model, the focus of the IoP's compliance activities is on **direct intervention to address the identified issues and the application of a range of enforcement options** to compel compliance, improve performance and enhance public confidence.

When the IoP receives a policing complaint that falls within its mandate, there is a legal duty to deal with the complaint, and to keep the complainant informed of the status and the outcome. Depending on the nature and seriousness of the complaint, the IoP may:

- Refer a matter back to the applicable Board or Chief of Police, if the complaint is about local policies or procedures, and require reporting to the IG on steps taken in response to the complaint;
- Conduct an inspection in response to concerns about service delivery or failure of an entity to comply with the CSPA and its regulations, other than officer misconduct; or,
- Conduct an investigation, including in response to allegations about board member misconduct.

* As of the publication date, development of the Policing Performance Measurement Framework is ongoing.

If non-compliance with the requirements set out in the CSPA, or significant risk to the delivery of adequate and effective policing in accordance with the standards set out in the regulations is found to exist, **the IG may consider the application of additional compliance efforts, or issue written and legally-binding Directions** to prevent or remedy the issue. Directions issued will be tailored to the circumstances and proportionate to risk, and further previous IoP efforts to resolve issues.

For example, if a complaint were received concerning a police service's response to a 911 call, and the resulting inspection found non-compliance with regulatory requirements for police communications and dispatch, the IG could issue Directions to the police service to ensure corrective action and monitor to ensure implementation.

b) High Risk

In very serious situations, where the IG believes that adequate and effective policing is not being provided in an area, or that an emergency exists, **the IG request a police service board or require the Commissioner of the Ontario Provincial Police to provide policing in that area.**

Additionally, if Directions made by the IG to address identified non-compliance following an inspection or investigation are not complied with, **the IG may impose legally-binding Measures, including:**

- Suspending or removing a chief of police, one or more members of a police services board, or the whole board;
- Appointing an administrator to a police service; or,
- Dissolving a police services board or disbanding a police service.

The imposition of Measures by the IG is discretionary, and is determined on a case-by-case basis, having regard to the following **objectives:**

- The public interest in receiving adequate and effective policing;
- Remedying or preventing further non-compliance or misconduct by removing the responsible individual(s) from their position(s);
- Measures are similar to those imposed on similar entities or individuals for similar infractions committed in similar circumstances; and,
- All available Measures that are reasonable in the circumstances should be considered.

Any decision to use the legally-binding authorities in the CSPA is grounded in the principles of **procedural fairness**, and be based on:

- Ensuring that policing laws and standards are complied with;
- Policing entities and professionals are performing according to the standards set out in the CSPA; and,

- The public interest in addressing a matter so as to enhance public confidence in Ontario's policing system.

In support of **transparency, accountability and public confidence** in the work of the IoP, the IG is required to **publicly report** on investigation and inspection findings, as well as Directions and Measures.

5. Conclusion

Police service delivery and governance throughout Ontario is monitored and assessed by the IoP using a multi-faceted, risk-driven approach, ensuring that the duties and authorities of the IG are applied at the right time and for the right amount of time, in the right place(s), and in the right way.

The IoP's focus remains on supporting the best possible policing in Ontario communities by ensuring policing providers operate in compliance with legislated requirements and continuously and sustainably improve their performance. The IoP does its work in a balanced and transparent manner, to enhance the confidence of the public and the policing sector in what we do, and how we do it.



**Inspectorate
of Policing**

Office of the Inspector
General of Policing

777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

**Service d'inspection
des services policiers**

Bureau de l'inspecteur général
des services policiers

777, rue Bay
7^e étage, bureau 701
Toronto ON M5G 2C8

September 26, 2025

Dear Chiefs of Police and Board Chairs,

As we observe the Canadian Police and Peace Officers' Memorial this weekend, I pause to honour the brave officers who made the ultimate sacrifice in service to our communities. Their courage and commitment to public safety will never be forgotten.

Every day, officers across the province put on their uniforms knowing they may face real risks in the line of duty. With each call they respond to, they demonstrate bravery, integrity, and an unwavering commitment to public service — values that lie at the heart of the policing profession.

This weekend in Ottawa, I will join families, colleagues, and communities to honour the fallen and pay tribute to their legacy. I will stand with the officers who continue to serve, united in our shared commitment to community safety.

I recognize that this day carries a heavy weight for many of you. As leaders in this space, you shoulder immense responsibility, and I want to acknowledge that with deep appreciation. Thank you for your continued service — your dedication honours those we've lost and strengthens those who continue to serve.

This Sunday, and in every day that follows, let us honour these officers not only through ceremony, but through our continued commitment to building safer communities. Their sacrifice calls us to lead with integrity, serve with purpose, and uphold the values they gave their lives to protect.

Sincerely,

Ryan Teschner
Inspector General of Policing of Ontario