

**BRANTFORD POLICE SERVICES BOARD
SPECIAL BOARD MEETING AGENDA
FRIDAY, JUNE 6, 2025 – 9:00 A.M.
BOARDROOM
344 ELGIN STREET, BRANTFORD**

Allan Lovett in the Chair

ROLL CALL

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

2.1 Issues Update – Chief Saunders

Attached (1) Reports

2.1.1 Creation of Second Deputy Police Chief Position

THAT the report from Chief Saunders dated June 3, 2025 regarding Creation of Second Deputy Position BE RECEIVED; and

THAT the following decision on the creation of a second Deputy Police Chief position BE APPROVED:

(insert recommendation).

3. ADJOURNMENT



BOARD REPORT

Date: June 3, 2025

To: Chair and Members
Brantford Police Services Board

From: Chief Jason Saunders

Subject: Creation of a second Deputy Chief of Police position.

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PURPOSE:

To provide the Board with information on the senior command structure of the Brantford Police Service and outline potential implementation process(s) for adding a second Deputy Chief.

BACKGROUND:

The Brantford Police Services Board (the Board) is presently in the process of hiring a Deputy Chief of Police. The Board is also considering the feasibility of adding a second Deputy Chief.

The Board has options available, including the following:

1. Hire one Deputy Chief, keeping the current command structure intact.
2. Hire two Deputy Chiefs, assigning one to administrative functions and one to operational functions. The date of implementation is flexible.

As the demands on modern policing continue to grow in complexity and scope, the need for enhanced leadership capacity has become increasingly apparent. Issues such as public safety, community relations, officer wellness, and operational efficiency and excellence require dedicated and specialized leadership to ensure effective service delivery and sustained community trust. The addition of a second Deputy Chief will support the Service's evolving priorities, improve internal operations, and strengthen its ability to respond to current and future challenges. This proposal presents the justification, expected outcomes, and resource implications of this important investment in leadership capacity.

The strategic rationale and organizational benefits of adding a second Deputy Chief of Police to the leadership structure of the Brantford Police Service are as follows:

Option Costs and Cost-Benefit Analysis

1. Option 1: Hire One Deputy Police Chief (No Financial Impact)

Option One has no financial impact to the Service – salary and benefits are already included in the 2025 budget.

a. Cost:

- \$0 additional expenditure.
- May result in limited leadership and oversight capacity
- Potential risk of leadership burnout or inefficiency due to workload concentration.

b. Benefit:

- Maintains current budget levels.
 - Provides immediate stability within the senior officer ranks.
 - No change within existing administrative structure.
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2. Option 2: Hire Two Deputy Police Chiefs (Financial Impact: \$165,000)

Option Two has an estimated financial impact in 2025 of \$165,000 (July 1 start date)

a. Cost:

- Additional employee compensation costs for 2025.

b. Benefit:

- Improved leadership coverage and operational oversight.
- Enhanced succession planning and internal support structure.
- Reduced risk of burnout and improved decision-making responsiveness.
- Great ability to handle complex or simultaneous issues (e.g., emergencies, strategic initiatives)

CONCLUSION:

While Option 1 is cost-neutral, it may limit operational capacity. Option 2 involves increased costs but offers stronger organizational resilience and strategic capacity. The decision should weigh current budget flexibility against long-term operational needs.

Adding a second Deputy Chief of Police can significantly enhance the operational efficiency of a police service. With the increasing complexity of law enforcement responsibilities, having two Deputy Chiefs allows for a more balanced distribution of leadership duties, oversight, and decision-making. One Deputy can focus on administrative duties, such as human resources, training, finance, IT, and administration, while the other can concentrate on operational matters, including community engagement, frontline policing, support services, public safety initiatives, and inter-agency collaboration. This division ensures more strategic oversight and quicker, more informed, responses to emerging issues.

From a service standpoint, the presence of a second Deputy Chief can improve the quality and consistency of leadership across shifts and divisions. It creates greater availability of senior leadership to support officers on the ground, offer guidance in high-pressure situations, and ensure that policies and procedures are followed uniformly. This layered support strengthens accountability, boosts morale within the Service, and provides a clear chain of command, which is especially valuable during critical incidents or large-scale operations. This also creates career pathways to identify and develop our future leaders from within the Service.

For the community, a second Deputy Chief symbolizes a commitment to transparency, responsiveness, and proactive policing. With increased leadership bandwidth, the Service can foster stronger relationships with neighbourhoods, business leaders, and community organizations. It allows leadership to be more visible and accessible, promoting trust and open communication. This increased engagement helps identify and address local concerns more effectively, ultimately leading to safer, more connected communities.

IMPLEMENTATION PLAN

The Brantford Police Services Board is presently in the process of screening applicants for the position of Deputy Chief of Police. During the interview/hiring process, if two suitable candidates are identified, the recommendation is for the Board to hire two Deputy Chiefs. One would start immediately, and the other would start on a date to be determined.

The Board and the Chief of Police would work closely to develop a fulsome implementation plan that meets the needs of the Service, which includes a new organizational chart.

Should the Board decide to add a second Deputy Chief, the costs for 2025 would be absorbed by implementing the following:

1. Extending a cost recovery secondment that was due to end in August.
2. Keeping currently vacant positions unfilled.
3. Utilizing capital reserves, if necessary.
4. Costs could be offset by any potential operating surplus at year end (unknown if a surplus is available at the time of this report).

RECOMMENDATION:

It is recommended that the Board hire two Deputy Chiefs according to this report and the implementation plan.