



Amherst Board of Police Commissioners
Regular Meeting
Agenda

Date: **Tuesday, February 24, 2026**
Time: **3:00 pm**
Location: **Council Chambers, Town Hall**

	Pages
1. Call To Order	
1.1 Territorial Acknowledgement	
<p>"I would like to acknowledge that our gathering today is taking place in Mi'kma'ki (MEEG-MA-GEE), the traditional, unceded and ancestral territory of the Mi'kmaw people. I would also like to acknowledge that Nova Scotia has another unique people, the people of African descent whose legacy and contributions date back over 400 years predating confederation of this land. We are all treaty people."</p>	
1.2 Approval of Agenda	
1.3 Acceptance of Minutes - January 20, 2026	1 - 2
2. Strategic Plan Update	3 - 4
3. 2026/27 Operating Budget	5 - 14
4. CAPG Virtual Conference	15 - 31
5. Chief's Report	32 - 34
6. Next Meeting	
7. Adjournment	

**Town of Amherst
Amherst Board of Police Commissioners
Minutes**

Date: January 20, 2026
Time: 3:00 pm
Location: Council Chambers, Town Hall

Members Present
Commissioner Sandy Fairbanks, Chair
Commissioner Hal Davidson, Vice Chair
Commissioner Charlie Chambers
Commissioner Nic Furlong
Commissioner Angela Ryan Bourgeois
Commissioner Caprice Barbour
Commissioner George Baker

Staff Present
Dwayne Pike, Chief of Police
Tim Hunter, Deputy Chief
Sean Payne, Marketing & Communications Officer
Lori O'Connell, Marketing & Communications Officer
Natalie LeBlanc, Municipal Clerk / Board Secretary

1. Call To Order

The Chair called the meeting to order at 3:00 p.m.

1.1 Territorial Acknowledgement

The Chair gave the Territorial Acknowledgement.

1.2 Approval of Agenda

**Moved By Commissioner Furlong
Seconded By Commissioner Baker
That the agenda be approved as circulated.**

Motion Carried

1.3 Acceptance of Minutes - December 9, 2025

The Chair called for any errors or omissions in the minutes. There being none, the minutes of the December 9, 2025, meeting of the Amherst Board of Police Commissioners were accepted as included in the agenda package.

2. Strategic Plan Update

Chief Pike reviewed his memo, included as part of the agenda package. Information item only.

3. 2026/27 Capital Budget

Chief Pike reviewed his memo, included as part of the agenda package.

**Moved By Commissioner Davidson
Seconded By Commissioner Ryan Bourgeois**

That the Amherst Board of Police Commissioners approve the 2026/2027 Capital Budget of the Amherst Police Department which includes \$35,000 for Hard Body Armour, \$93,000 for the replacement of Patrol Vehicle #2, \$93,000 for the replacement of Patrol Vehicle #3, and \$28,000 for two SANS Storage Units, for a total request for 2026/27 of \$249,000.00, and further that this budget request be forwarded to Council for approval.

Motion Carried

4. **Chief's Report**
Chief Pike reviewed his report included in the agenda package. Information item only.

5. **Next Meeting**
The next meeting was scheduled for Tuesday, February 24, 2026, at 3:00 p.m.

6. **Closed Session**
Moved By Commissioner Furlong
Seconded By Commissioner Baker
To go into Closed Session.

Motion Carried

7. **Adjournment**
There being no further business, the Chair adjourned the meeting.

Natalie LeBlanc
Municipal Clerk / Board Secretary

Commissioner Sandy Fairbanks
Chair

MEMORANDUM

To: Amherst Board of Police Commissioners
From: Dwayne Pike, Chief of Police
Date: February 24, 2026
Subject: Strategic Plan Update

The 5-year Amherst Police Department Strategic Plan runs from 2025 to 2030 and focuses on several areas that include:

- ✓ Community Communications and public engagement
- ✓ Data-Driven Decision-Making
- ✓ Collaboration with Other Agencies
- ✓ Proactive Policing
- ✓ Innovation & Technology
- ✓ Resource Allocation
- ✓ Human Resources and Equipment
- ✓ Recruitment and Retention
- ✓ Officer Training & Development

In previous meetings we have provided information on the various initiatives, projects and programs that we have been working on that are guided by our Strategic Plan, these include, APA Sponsorship Program, APD Camera Registry, Citizens on Patrol, Restorative Justice projects and others.

Budget Process and the APD Strategic Plan

In preparing the Operating Budget, we reflect on our operational plan, which is a vital part of determining how we move forward. I'd like to highlight how our plan is reflected in the budgeting process:

Contracts/Agreements

As you are aware we are entering into a contract with a company that will provide not only access to increased 3rd party criminal check revenue but will also develop an online non-emergency reporting option as well as online local criminal record checks. This decision hits several of our strategic plan points including *Human Resources and Equipment, Innovation & Technology, Data-Driven Decision-Making, Proactive Policing and Community Communications and Public Engagement*.

Equipment Leases

This is the budget area that pays for the Body-Worn Cameras. As you know, this lease is about police accountability, liability and providing a better product for court. This decision also hits several areas of our plan including *Human Resources and Equipment, proactive policing, Innovation & Technology and Data-Driven Decision-Making*.

Uniforms/Clothing

As you are aware, last year we added \$52,000 to the operational budget for the purchase of dress uniforms. This is an ongoing process and that amount has been carried over to the 2026/27 budget year. This is about promoting the staff and our department and professionalism, and activities in the community in a formal capacity – Remembrance Day and other such ceremonies. This budget item also falls in line with our strategic plan in several ways: *Human Resources and Equipment, Recruitment and Retention and Community Communications and Public Engagement.*

Promotion

Extra funding was added to this budget area to go towards a new department photo. Our last department photo was 8 years ago in 2018. This is about the staff and membership, but also for the public to recognize our members. This aligns with areas of our strategic plan as well: *Human Resources and Equipment, Recruitment and Retention, Community Communications and Public Engagement*

Professional Development

We have increased our training budget by \$12,000 to go towards training a joint *Regional Tactical Support Team* between Amherst, Truro, Stellarton and Westville. This is in line with our Strategic Priorities of Training and building capacity and also comes in line with the Mass Casualty Commission recommendations, the Nova Scotia Policing Standards (Critical incident Response) as well as the recent policing review. It aligns with our plan in several ways: *Officer Training & Development, Collaboration with Other Agencies, Human Resources and Equipment, Innovation and technology, Recruitment and Retention and Data-Driven Decision-Making.*

Wages and Benefits

One of the issues we are dealing with is officer well-being, which is greatly impacted by shortages. For example, our MCU has been running short as result of long-term and short-term injuries. Council has allowed us to hire +1 above our authorized staffing (25 +1 = 26) and we filled this position in December. This is at a cost of \$150,000 per year as it has become increasingly difficult to fill shortages with part-time employees. At any given time, our department can be short by 2-3 members as a result of long-term shortages. This aligns with *Resource Allocation, Human Resources and Equipment, Innovation and Technology and Recruitment and Retention.*

Amherst

NOVA SCOTIA

2026/27 Budget: Police Department

 @TownofAmherst,NS
 @TownofAmherstNS





Amherst Police Department

- The Amherst Police Department is committed to serving the needs of our citizens by building relationships and working closely with our community partners to ensure a safe and prosperous community.
- We utilize our core values to ensure the safety of our residents. These include:
 - Integrity & Honesty
 - Dignity & Respect
 - Inclusiveness & Compassion
 - Dedication & Kindness
- We depend and build upon the relationships have fostered within our community;
- We ensure that the priorities of the community are *our* priorities which enables us to be collaborative in identify issues and implementing long-term and effective solutions.





Amherst Police Department

Our staffing includes:

- Chief, Deputy Chief and Inspector
- 16 Uniform Patrol members who are assigned to 4 platoons
- 3 members in our Major Crime Unit
- 2 members in our Integrated Street Crime Unit who are partnered with members in the Cumberland RCMP
- 1 Additional Uniform Flex position for special events and long-term shortages
- 1 School Resource Officer
- Ability to hire part-time members to cover shortages
- 1 Civilian Crime Prevention Coordinator
- 24-hour dispatch for Police and Amherst Fire Department
- Civilian admin
- By-Law Officers

= 37 Full time + numerous other part-time employees





Amherst Police Department

2026/27 Operational Budget - \$6,154,083

\$ 373,604 total budget increase from prior year

Most significant increases are a result of:

Wages and benefits increase of \$287,880:

- Wages - collective agreement and salary step increases, along with an allowance for non-union salary review
 - Added additional Criminal Record Check (CRC) employee which is offset by CRC revenue. This position will only to be filled if the new CRC contract generates sufficient revenue.
- WCB - increase as a result of rate increase from \$8.15 to \$9.27
- Blue Cross - allowed for 20% increase (rates currently unknown)





Amherst Police Department

2026/27 Operational Budget - \$6,154,083

Training

- \$12,000 added to training for joint tactical unit with other Municipal Police Departments (funded from Operating Reserve)

Professional Services

- Increased by \$10,000 as a result of legal and Police Act Review Board costs

Contracts/Agreements

- LA Animal Shelter support allowed for a potential increase from \$10,000 to \$25,000
- \$10,000 for Triton contract for non-emergency online reporting and Criminal Record checks

Uniforms/Clothing

- Carried over \$52,000 to new year for APD Dress Uniforms





Amherst Police Department

NET COST OF POLICING:

- Expenditures: \$ **\$6,154,083**
- Revenue: \$ 500,000
- Net cost: \$ 5,654,083





Amherst Police Department

Questions?



COST CENTER:PREVIOUS 3 YEAR ACTUAL/CURRENT YEAR ACTUAL/CURRENT YEAR NEXT YEAR BUDGET COMPARISON

Cost element group MUN2 MUN2
 Cost Center Group APD Amherst Police Department
 Periods Reported: 1 to 12
 Comparison Years: 2025/2026 and 2026/2027
 Plan Version: 0 Plan/Act - Version
 Plan Version Compare: 1 Approved
 Date of Report: 02/18/2026

Cost elements/Cost centers	2022/2023	2023/2024	2024/2025	2025/2026	2025/2026	2026/2027	Change 2025 to 2026 Budget	
	Actual	Actual	Actual	Actual	Budget	Budget	Amount	% Change
*** 4000 RESIDENTIAL TAXE	1,903,652.00-	2,075,240.00-	2,210,655.00-	2,487,787.00-	2,487,787-	2,677,789-	190,002-	7.6
*** 4010 TAXES COMMERCIAL	1,621,092.00-	1,811,758.00-	1,945,789.00-	1,986,124.00-	1,986,124-	2,075,507-	89,383-	4.5
*** 4300 INTER.RECOV.LABO	4,000.00-	4,000.00-	4,000.00-	4,000.00-	4,000-	4,000-		
*** 4340 INTER.RECOV.OTHE	15.98-		15.00-	15.98-				
*** 4350 SALE OF SERVICES	94,142.66-	68,625.08-	54,534.38-	34,830.52-	62,900-	144,100-	81,200-	129.1
*** 4360 REVENUE ALARM MO	1,050.00-	2,093.48-	1,900.00-	1,600.00-	1,500-	1,500-		
*** 4480 REV.-PROC.OF CRI		251.25-	7,361.18-	801.82-				
*** 4490 COMM.SPONSOR.REV		2,500.00-	25.00-		1,000-	1,000-		
*** 4540 LICENSES			45.00-					
*** 4550 FINES	30,411.20-	39,489.54-	40,706.66-	28,282.00-	40,000-	40,000-		
*** 4580 ROOM RENTALS	1,500.00-	125.00-	75.00-	75.00-	400-	400-		
*** 4680 MISC.REVENUE	10,474.72-	10,466.60-	9,184.30-	2,869.42-	9,000-	9,000-		
*** 4690 PROV - EQUALIZAT	615,171.00-	608,321.00-	638,995.53-	501,818.00-	660,768-	676,787-	16,019-	2.4
*** 4715 Prov. Cond. Gran	300,000.00-	300,000.00-	300,000.00-	225,000.00-	300,000-	300,000-		
*** 4730 TRAN-FR OPER RES					227,000-	224,000-	3,000	1.3-
**** Gross revenues	4,581,509.56-	4,922,869.95-	5,213,286.05-	5,273,203.74-	5,780,479-	6,154,083-	373,604-	6.5
*** Wages & Benefits	4,179,889.19	4,367,041.84	4,583,899.38	4,130,158.28	5,029,784	5,317,664	287,880	5.7
*** Administrative Costs	188,773.07	157,275.28	156,701.61	245,339.29	170,986	203,390	32,404	19.0
*** Building & Facility Co	75,026.88	77,962.95	103,769.82	82,383.70	91,290	95,707	4,417	4.8
*** Vehicle & Equipment Co	109,072.72	122,698.29	159,321.01	152,280.79	154,297	164,873	10,576	6.9
*** Materials & Supplies	6,120.19	4,569.55	8,393.11	6,279.16	5,200	5,200		
*** Grants to organization	500.00	500.00	500.00	500.00	1,000	1,000		
*** Other municipal costs	109,818.77	121,851.84	150,886.61	107,902.57	178,640	213,140	34,500	19.3
*** Fiscal Services	186,094.20	182,666.92	178,591.82	176,273.09	176,282	172,109	4,173-	2.4-
*** Cost recovery	111,760.22-	57,552.77-	106,228.01-	122,597.96-	27,000-	19,000-	8,000	29.6-
**** Expenditures	4,743,534.80	4,977,013.90	5,235,835.35	4,778,518.92	5,780,479	6,154,083	373,604	6.5
***** Total	162,025.24	54,143.95	22,549.30	494,684.82-				

COST CENTER:PREVIOUS 3 YEAR ACTUAL/CURRENT YEAR ACTUAL/CURRENT YEAR NEXT YEAR BUDGET COMPARISON

Cost element group EXP Expenditures
 Cost Center Group APD Amherst Police Department
 Periods Reported: 1 to 12
 Comparison Years: 2025/2026 and 2026/2027
 Plan Version: 0 Plan/Act - Version
 Plan Version Compare: 1 Approved
 Date of Report: 02/18/2026

Cost elements/Cost centers	2022/2023	2023/2024	2024/2025	2025/2026	2025/2026	2026/2027	Change 2025 to 2026 Budget	
	Actual	Actual	Actual	Actual	Budget	Budget	Amount	% Change
** 6000 WAGES/SALARIES	3,463,605.18	3,627,998.54	3,730,052.48	3,402,819.08	4,046,300	4,251,300	205,000	5.1
** 6005 Honoraria					1,100	1,100		
** 6006 Retired EE Pens P	7,531.32	7,531.32	7,531.32	6,276.10	8,200	8,200		
** 6009 Y/E WAGES & BEN A	9,087.65	4,715.86	38,069.45		13,804	13,804		
** 6010 CPP	127,311.47	135,875.34	146,451.02	120,402.26	162,820	173,850	11,030	6.8
** 6012 Employment Insura	49,921.27	53,138.28	56,031.67	42,615.73	58,840	62,590	3,750	6.4
** 6014 Blue Cross	32,931.40	30,158.20	35,701.71	33,426.77	59,750	73,840	14,090	23.6
** 6015 Pension - Reg Pym	267,102.46	277,797.74	288,794.68	265,712.77	316,780	328,870	12,090	3.8
** 6016 Group Insurance	101,655.98	102,840.65	115,629.19	85,693.03	151,740	155,020	3,280	2.2
** 6017 WCB	117,221.46	126,985.91	165,637.86	173,212.54	210,450	249,090	38,640	18.4
** 6018 Pension-Special P	3,521.00							
*** Wages & Benefits	4,179,889.19	4,367,041.84	4,583,899.38	4,130,158.28	5,029,784	5,317,664	287,880	5.7
** 8015 Liability Claims	10,000.00-	10,000.00-		2,500.00	1,500	1,500		
** 6020 PROFESSIONAL DEVE	87,370.82	22,793.65	17,204.91	107,536.95	23,800	35,800	12,000	50.4
** 6030 TRAVEL	3,787.89	13,107.98	19,199.15	19,545.39	17,400	18,400	1,000	5.7
** 6032 Conferences & Con	2,371.57	1,673.34	4,002.04	1,114.40	4,800	4,800		
** 6040 PROF MEM/DUES & F	2,773.90	3,215.58	4,123.16	5,682.96	4,350	4,654	304	7.0
** 6050 OFFICE SUPPLIES	10,044.22	9,235.76	10,474.57	5,709.25	8,500	8,500		
** 6060 OFFICE EQUIPMENT	3,451.72	4,001.93	1,153.62	476.10	4,200	4,200		
** 6070 PHOTOCOPIY SUPPLIE		4,585.97	3,914.10	3,347.93	3,500	4,000	500	14.3
** 6080 ADVERTISING	579.83		1,179.47		1,450	1,450		
** 6090 POSTAGE	114.78	403.43	688.48	467.38	750	500	250-	33.3-
** 6100 COURIER	5,171.45	6,179.29	6,490.02	3,970.66	4,750	5,000	250	5.3
** 6110 TELEPHONE	16,231.05	16,344.85	15,927.12	13,695.75	16,000	16,000		
** 6114 Cellular	3,349.42	5,834.45	4,485.21	4,262.93	4,900	4,900		
** 6120 PUBL./SUBSCRIPTIO	2,996.50	3,564.26	4,334.65	3,841.76	2,500	2,900	400	16.0
** 6130 COMPUTER HARDWARE	14,590.66	23,757.66	13,261.98	11,063.80	10,250	16,650	6,400	62.4
** 6140 COMPUTER SOFTWARE	1,108.24	920.53						
** 6142 Software Licensin	32,158.63	36,771.85	35,924.41	47,368.62	46,393	57,205	10,812	23.3
** 6150 MEETING EXPENSES	471.71	510.85	653.39	873.40	850	850		
** 6152 Catering					200	200		
** 6170 PROMOTION	4,294.68	5,898.90	5,087.33	5,293.62	5,500	6,500	1,000	18.2
** 6160 LIABILITY INSURAN	7,906.00	8,475.00	8,598.00	8,588.39	9,393	9,381	12-	0.1-
*** Administrative Costs	188,773.07	157,275.28	156,701.61	245,339.29	170,986	203,390	32,404	19.0
** 7025 Solid Waste Dispo	6,500.04	3,040.99	6,576.00	5,647.48	6,300	6,700	400	6.3
** 7001 HEAT - NATURAL GA	9,690.00	8,889.46	11,476.40	9,580.16	10,500	11,000	500	4.8
** 7010 ELECTRICAL	34,671.55	32,151.74	35,929.08	29,894.17	33,000	35,000	2,000	6.1
** 7020 WATER	2,792.05	1,833.10	2,793.53	2,852.32	3,000	3,000		
** 7030 BLDG/FACILITY MAI	4,798.44	21,514.23	31,188.43	22,185.72	24,200	24,200		
** 7040 BLDG/FACILITY REP	13,483.80	7,013.17	7,442.11	8,446.96	8,500	8,500		
** 7050 BLDG/FACILITY INS	3,091.00	3,454.00	4,600.00	3,310.00	5,290	3,807	1,483-	28.0-
** 7060 BLDG/FACILITY REN		66.26	3,576.87	466.89	500	3,500	3,000	600.0
** 7110 SECURITY			187.40					
*** Building & Facility Cos	75,026.88	77,962.95	103,769.82	82,383.70	91,290	95,707	4,417	4.8

COST CENTER:PREVIOUS 3 YEAR ACTUAL/CURRENT YEAR ACTUAL/CURRENT YEAR NEXT YEAR BUDGET COMPARISON

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	Actual	Actual	Actual	Actual	Budget	Budget	Amount	% Change
** 7500 VEH/EQUIP MAINT.	1,085.81	945.08	959.61	1,424.76	1,700	1,700		
** 7510 VEH/EQUIP REPAIRS	29,279.12	31,469.47	62,402.38	46,072.34	40,000	40,000		
** 7520 VEH/EQUIP INSURAN	17,759.00	16,046.00	16,652.24	25,997.63	16,797	26,873	10,076	60.0
** 7550 VEH/EQUIP FUEL -	45,490.53	48,287.16	48,353.18	34,160.75	47,500	47,500		
** 7551 VEH/EQUIP FUEL-DI			965.55	442.64	500	500		
** 8120 LEASES-VEHICLE/EQ	477.85		1,777.03	19,547.37	21,000	21,000		
** 8000 OPERATIONAL EQUIP	11,873.65	20,182.82	18,491.89	20,243.92	23,400	23,400		
** 8020 MAINTENANCE EQUIP	3,106.76	5,767.76	9,719.13	4,391.38	3,400	3,900	500	14.7
*** Vehicle & Equipment Cos	109,072.72	122,698.29	159,321.01	152,280.79	154,297	164,873	10,576	6.9
** 8010 MATERIALS / SUPPL	6,120.19	4,569.55	8,393.11	6,279.16	5,200	5,200		
*** Materials & Supplies	6,120.19	4,569.55	8,393.11	6,279.16	5,200	5,200		
** 8170 SCHOL/GRANTS TO I	500.00	500.00	500.00	500.00	1,000	1,000		
*** Grants to organizations	500.00	500.00	500.00	500.00	1,000	1,000		
** 8025 COMMUNITY EVENTS	331.00	1,082.94	1,336.34	1,370.35	1,000	1,000		
** 8090 UNIFORMS/CLOTHING	16,902.52	15,234.32	21,265.48	22,706.37	78,250	77,250	1,000-	1.3-
** 8100 PROFESSIONAL SERV	52,370.96	60,635.67	85,050.44	55,624.57	51,500	61,500	10,000	19.4
** 8110 CONTRACTS/AGREEME	28,795.60	37,677.21	36,127.95	23,764.28	39,390	64,390	25,000	63.5
** 8121 LEASES -OFFICE EQ	10,074.50	4,483.74	4,491.65	3,395.16	5,000	5,000		
** 8130 LICENSES/PERMITS	1,344.19	2,737.96	2,614.75	1,041.84	3,500	4,000	500	14.3
*** Other municipal costs	109,818.77	121,851.84	150,886.61	107,902.57	178,640	213,140	34,500	19.3
* 9020 INT ON DEBENTURES	40,165.98	36,745.90	32,725.76	30,281.99	30,282	26,109	4,173-	13.8-
* 9050 PRINC ON DEBENTUR	145,800.00	145,800.00	145,800.00	145,800.00	145,800	145,800		
** Debt Service Costs	185,965.98	182,545.90	178,525.76	176,081.99	176,082	171,909	4,173-	2.4-
* 9090 BANK CHARGES	128.22	121.02	66.06	191.10	200	200		
** Bank charges & Short te	128.22	121.02	66.06	191.10	200	200		
*** Fiscal Services	186,094.20	182,666.92	178,591.82	176,273.09	176,282	172,109	4,173-	2.4-
** 6180 COST RECOVERY	111,760.22-	57,552.77-	106,228.01-	122,597.96-	27,000-	19,000-	8,000	29.6-
*** Cost recovery	111,760.22-	57,552.77-	106,228.01-	122,597.96-	27,000-	19,000-	8,000	29.6-
**** Total	4,743,534.80	4,977,013.90	5,235,835.35	4,778,518.92	5,780,479	6,154,083	373,604	6.5

MEMORANDUM

To: Amherst Board of Police Commissioners
From: Natalie LeBlanc, Municipal Clerk / Board Secretary
Date: February 24, 2026
Subject: CAPG Virtual Conference

Included in your agenda package is an invitation to the CAPG “Get on Board” Virtual Conference being held March 23rd and 24th. Please let me know if you would like tickets and I will arrange to get you signed up.

Natalie LeBlanc

From: Canadian Association of Police Governance <communications@capg.ca>
Sent: February 17, 2026 2:23 PM
To: Natalie LeBlanc
Subject: Save The Date: CAPG Virtual Summit March 23rd and 24th - Are you ready to elevate your police board effectiveness and leadership?

[View this email in your browser](#)

SAVE THE DATE: MARCH 23rd & 24th

The graphic features a dark blue background with a faint image of a police officer in uniform. The text is arranged in a clean, professional layout. The main title 'CAPG' is in white, followed by the dates 'March 23 & 24 2026'. To the right, the event title 'CAPG "Get ON Board" Virtual Conference' is in a bright blue color. Below this, a white text block asks if the reader is ready to elevate their police board effectiveness and leadership, and invites them to a two-day virtual event. A list of featured topics is provided in white text, and a final white text block at the bottom encourages registration and marking the calendar.

CAPG
March 23 & 24 2026

CAPG "Get ON Board"
Virtual Conference

Are you ready to elevate your police board effectiveness and leadership?
Join us for a comprehensive two-day virtual event designed to empower police board/commission members with the tools needed for excellence in governance.

Featured Topics Include:

- Conducting Effective Meetings
- Strategic Planning
- Board Governance what it is and what it should be
- Board Chief Relationship & Performance Management
- Public and Community Engagement Towards Building Police Legitimacy
- Effective Board Director On-boarding

Stay tuned for registration details and the full speaker lineup. Mark your calendars now to ensure you don't miss this professional development opportunity that can be done at your desk!

Are you ready to elevate your police board effectiveness and leadership?

Join us for a comprehensive two-day virtual event designed to empower police board/commission members with the tools needed for excellence in governance.

Featured Topics Include:

- **Board Governance - What It Is And What It Should Be**
- **Conducting Effective Meetings**
- **Strategic Planning**
- **Board-Chief Relationship & Performance Management**
- **Public and Community Engagement Towards Building Police Legitimacy**
- **Effective Board Director Onboarding**

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Day 1: March 23, 2026

Time	Session Title	Speaker/Notes
1:00 PM	Police Governance – What it Is/What it Should Be	Cal Corley, CEO, Community Safety Knowledge Alliance and former Assistant Commissioner RCMP
2:00 PM	How to Conduct a Board Meeting – Roberts Rules of Order, Procedures and More	Todd Brand, Professional Registered Parliamentarian
3:00 PM	Best Practices for Onboarding Members	Josh Bates, Policy Advisor & Greg O'Malley, Chair (Halifax Board of Police Commissioners)

Day 2: March 24, 2026

Time	Session Title	Speaker/Notes
1:00 PM	Board/Chief Collaborations – Key Performance Indicators and Strategic Planning	Chief Rich Johnston (Barrie Police Service) and Arif Khan, Board Director (Barrie Police Service Board)
2:00 PM	Public and Community Engagement Towards Building Police Legitimacy	Corwin Odland, Executive Director, (Calgary Police Commission)
3:00 PM	What is a Strategic Plan	Kevin Darling, Chair (Kennebecasis Regional Joint Board of Police Commissioners) CAPG Director; Micki Ruth, CAPG Director



Chief Executive Officer - Cal Corley, MBA -

Cal has been CSKA's Chief Executive Officer since its inception in July 2015. He is a former Assistant Commissioner of the Royal Canadian Mounted Police. During his career, he gained extensive experience in both operations and executive management, serving in such areas as national security, criminal intelligence, drug enforcement, human resources, and leading strategic reform initiatives. He also served at Canada's Privy Council Office and at Public Safety Canada. From 2008 – 2014, he was head of the Canadian Police College. During this time he also served as the RCMP Senior Envoy to Mexico and the Americas.



Todd Brand, M.A., CP-T, PRP is passionate about effective meetings! Todd's background and training in organizational leadership span over thirty years. He is a Professional Registered Parliamentarian and a Certified Parliamentarian-Teacher. As an expert in meeting rules, Todd provides coaching and training for effective meetings of any size and purpose.

This session will outline key considerations for highly effective meetings. The role of the Chair and meeting members will be discussed. Included will be an overview of how effective procedure helps lead to the best possible decisions. Use this session as a catalyst for better, more effective meetings.



Josh Bates - Policing Policy Strategist - Halifax Board of Police Commissioners

Josh has advised key decision makers in federal, provincial and municipal government and is committed to turning ideas into action. In his current role as Policing Policy Strategist with the Halifax Regional Municipality, Josh is supporting Halifax's Board of Police Commissioners through the development

of policies that ensure strong civilian oversight, and strategic plans that reflect the needs and values of residents.

Prior to taking on this role, Josh was a Senior Policy Analyst with the Nova Scotia government's Accessibility Directorate where he was a recipient of the Queen's Platinum Jubilee medal for his work impacting members of the disability community. In his previous role as Senior Policy Advisor to the Mayor of Halifax, he worked with residents, community groups and government to make Halifax a more inclusive, accessible and active community. In this role, he was a recipient of a Deloitte/IPAC Public Sector Leadership Award for his role in initiating Halifax's Mobile Food Market.

In his free time, Josh enjoys spending time with his three children, coaching basketball and volunteering on the Board of the Brunswick Street Mission in downtown Halifax.

Greg O'Malley - Chair - Halifax Board of Police Commissioners

Born and raised in the North End of Halifax, a resident of District 10, Greg is a senior technology leader who holds a Master of Business Administration and a Master of Computer Science from Dalhousie University, as well as the Certified Management Consultant (CMC) designation, the only international certification mark representing adherence to the ethical canons of the profession.

Greg has an extensive history of accomplishments, working in the private and public sector leading technological and business transformation initiatives, providing strategic advisory services, threat and risk management, cyber security advisory, and project management focused on large mission critical infrastructure projects.

As an active member of his community, Greg is also involved in volunteer board work and membership in a variety of organizations including Board of Directors - Canada Games Centre (Chair), Canadian Association of

Management Consultants (CMC-Canada & Atlantic, past Board Director), United Way, and organized minor sport. Outside of work, Greg enjoys spending quality time with his family, cycling (road and gravel), skiing, golf, and appreciating the beauty of our great province.



Chief Rich Johnston, Barrie Police Service

Chief Johnston has dedicated 29 years to policing, covering a broad spectrum of roles within the Barrie Police Service, from Operations to Executive Services. His academic journey is marked by significant achievements, including a Bachelor of Arts Honours in Philosophy from Queen's University, a Master of Arts in Leadership Studies from the University of Guelph, and a Master of Studies in Applied Criminology and Police Management from Cambridge

University in the United Kingdom.

Chief Johnston is committed to Evidence-Based Policing, evident in his tenure as Director of Research for the Canadian Society of Evidence Based Policing and his recognition as a National Institute of Justice L.E.A.D.S Scholar (Law Enforcement Advancing Data and Science)

In 2022, Chief Johnston's contributions were acknowledged with induction into the George Mason University Evidence Based Policing Hall of Fame. Additionally, he was honored with the Ontario Association of Chiefs of Police Excellence in Leadership award, further solidifying his reputation as a distinguished leader in the field.



Arif Khan - Board Director - Barrie Police Service Board

As a former two-term Barrie City Councilor and now a Provincial Appointee to the Barrie Police Service Board, Arif has spent years navigating governance and strategy, always focused on developing resilient communities. He's motivated to challenge apathy and the status quo, pushing for necessary change that prioritizes relevance, purpose, and accountability. Professionally, Arif thrives on helping clients extract often-unsurfaced core challenges, solving big problems and making real impact. With two decades of experience in financial services and a knack for identifying gaps, he's built systems that help organizations scale—from quick-serve restaurants to public education, live entertainment, and member driven associations.

In line with these guiding principles, he has co-created, produced, and hosted "Hitting Home with Arif Khan", a personal and small business finance related educational television series on Rogers TV, now in its 7th year. Based on an established relationship of trust within the community, Arif was approached by the City of Barrie to develop and produce a new series that explores and informs the public on the intricacies of local governance and operations. "Barrie, City on the Move" also airs on Rogers TV, as well as YouTube. Additionally, Arif produces and hosts two educational podcast series on business growth and strategy called "THINC Underground" and "ChamberVerse".

At the heart of it all, Arif finds purpose in helping people and organizations articulate their core intentions, develop viable strategies, and ensure sustainable margins.. Beyond unrealized good ideas, he's about collaboration, execution, and delivering meaningful outcomes.

When he's not diving into strategy sessions, or producing content, Arif is connecting with leaders and communities to build capable teams, proving that service of others is the most rewarding work there is.



**Kevin Darling - Chair - Kennebecasis Regional Joint Board of Police
Commissioners - CAPG Director**

Kevin Darling, is currently Chair of the Kennebecasis Regional Joint Board of Police Commissioners that serves the Towns of Quispamsis and Rothesay. He was appointed by the Province of New Brunswick as the Provincial Representative to the Board in 2020. Kevin retired from a 42-year career with RBC in late 2019, during his tenure he worked in 17 different communities across Canada and the Caribbean. Retiring as the Vice President Commercial

Banking Northern Caribbean in Nassau Bahamas. During his career he was viewed as an industry leader in commercial finance, strategic planning, sales management, and government finance. Throughout his career he was deeply involved as a community volunteer and Board member for many organizations in the communities where he lives.

In 2019 he moved to Quispamsis where his family has been deeply rooted in the community for over 200 years, he established his own private consulting business that works with companies on growth strategies, corporate planning, financing structures, succession planning, change management and governance. In addition to working directly with his clients, Kevin is also a member of a number of corporate and advisory boards. Kevin has continued his community involvement not only through his role with the KRPF Board but also with not for profit and charitable organizations in New Brunswick and Ontario. He and his spouse have been intimately involved in animal welfare for a number of years. Given his background and experience he is regularly called on as a conference speaker in the areas of strategic planning, change management and financial management.



Micki Ruth - CAPG Director

With a significant background in human resources, Ms. Micki Ruth brings a solid management background having managed diverse teams in the aviation, telecommunications and financial services organizations.

Ms. Ruth's approach to problem solving and oversight is a blend of knowledge garnered from experience in policing, provincial prosecutions, banking investigations, and 20 years in human resources in financial, aviation, and the

telecommunications industry. As a human resources professional, she consulted and planned on behalf of her employers on proactive planning, strategic alignment, employment relations, and organizational effectiveness.

Service oriented and community minded, Ms. Ruth gravitates to endeavors and organizations with a distinct approach to improving what is already in place and challenging the status quo.

Ms. Ruth's board and commission experience is significant, particularly with regards to policing issues and oversight. She participated as a member of the Halifax Regional Municipality's Board of Police Commissioners from 2011 to 2014 – as Chair for one year and Vice-Chair for two years. She contributed to the approval and oversight of the police budget while serving mandated oversight to the Board of Police Commissioners for Halifax Regional Police and the Advisory Board for Halifax District RCMP. Her earlier experience as a police constable in Ontario combined with her work in human resources energized her in her ability to work towards an improved policing service in a uniquely integrated environment.

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Chief's Report
Amherst Board of Police Commissioners
February 24, 2026
This report covers the month of January 2026



TRAINING:

Collision Reporting and Occurrence Management System (CROMS) Training – All members and staff attended a short training session on CROMS in the month of January. CROMS is an online reporting tool for accident reporting, that also incorporates tow truck callouts and tracking. This system will facilitate the completion and submission of accident reports as well as keep additional statistical information on accidents and collisions.

Canadian Police Information Centre (CPIC) Maintenance: Shannon King, (Dispatch/Bylaw) completed the weeklong CPIC Maintenance Course from January 19th-23rd. CPIC maintenance courses are required to add, remove, edit and audit orders that our department adds to the national CPIC system.

PERSONNEL:

APA Cadet – Cadet Cameron MacLeod, who is being sponsored by the Amherst Police Department and is attending the Atlantic Police Academy, started his On-The-Job training on January 9th, 2026. Cadet MacLeod will be working with D Platoon with Cst Greg Pavlovic as his immediate field trainer. Cadet Macleod will be returning to the APA in late March and graduation is scheduled for April 2nd, 2026. On January 21st, 2026, APD held an information Session in the Francis Smith Community Room for applicants interested in a sponsorship to the Police Academy for the next APA class. We currently have 2 other cadets we've sponsored who are attending the Academy and who will be here for their OJT during the summer of 2026.



OPERATIONAL INCIDENTS:

Fraud Exceeding \$5000: Two (2) adult men are facing multiple charges that include Fraud over \$5000 and possession of property obtained by crime over \$5000 X2 regarding a complaint from a local financial institution. The alleged fraud is in excess of \$290,000. Both were arrested on January 20th and were held in custody. Since that time both have been released on conditions and are scheduled to appear in court at a later date. The matter is being investigated by the APD Major Crime Unit.

Impaired Driving: A 57-year-old New Brunswick man is facing impaired driving charges following an incident on January 16th, 2026. An APD patrol observed a van travelling across the Amherst Centre Mall parking lot and watched as the male driver stopped the van, got out and urinated in the parking lot. The member checked the driver who showed signs of intoxication and subsequently failed a sobriety test and was returned to the Police Station for a breathalyzer test. He is scheduled to appear in court on March 18th, 2026, to answer to the charges.

Fleeing Police: A 39-year-old male is facing charges that include fleeing police following an incident on January 6th, 2026. An off-duty APD member observed the driver, who was wanted by Police on other matters and has a revoked license, driving on South Albion Street. Patrols located the vehicle and activated the emergency equipment and the vehicle fled, refusing to stop for Police. The pursuit was terminated as Police were able to identify the driver. A few days later, on January 14th, 2026, the same driver was spotted by Police and fled when there was an attempt to pull him over. As a result, additional charges including fleeing police, dangerous driver and MVA charges are pending.

Fraud Exceeding \$5000: A 42-year-old New Brunswick female has been arrested and is facing several charges in relation to uttering a forged document and fraud over \$5000 in relation to an attempt to commit a fraud at a local business on January 6th, 2026. The accused allegedly provided false documentation when attempting to make a large purchase. APD was contacted and the female was arrested and is scheduled to appear in court on April 1st, 2026, in relation to the charges.

Forcible Confinement/Assault: A 33-year-old Amherst man is facing charges that include forcible confinement and assault following an incident on January 3rd, 2026. The accused was arrested on these charges as well as outstanding warrants and was held for court. He is scheduled to appear again for plea on February 23rd, 2026

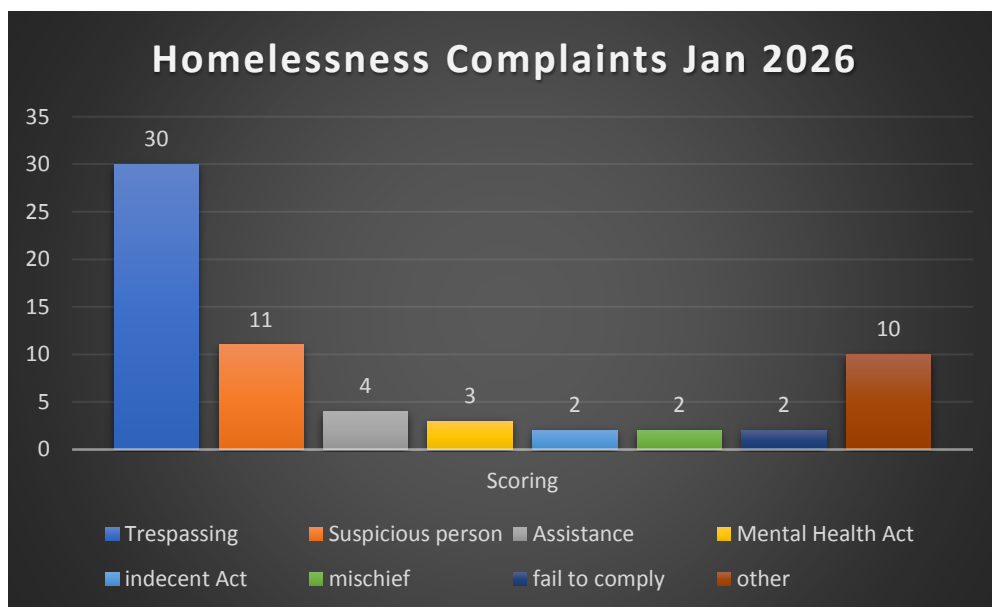
GENERAL OPERATIONAL UPDATES:

Police Pursuits/Failing to Stop: Police dealt with 2 instances in which drivers fled from Police in January, and in both cases, it was the same driver who is facing associated charges. In December police recorded 2 incidents in which motorists failed to stop for Police. This compares to 2 incidents in November and 9 incidents in October. In total for 2025, police logged 47 incidents where vehicles fled from Police. This is an increase from 33 in 2024.

Shoplifting/Theft Complaints: There were 7 complaints of shoplifting received in January. This is an increase from the sharp decline we saw in December with only one occurrence logged. This compares to 17 in November, 14 in October and 19 complaints in September.

Trespassing: For the month of January, APD logged 49 complaints of ‘trespassing’. Of these, 30 were related to homelessness issues, with 15 complaints concerning banks and 15 complaints coming from other businesses. This compares to 34 complaints from December and 25 complaints in November. As with most homelessness complaints, the majority of the 30 complaints in January are surrounding 2-3 individuals.

Homelessness Files: We observed a slight drop in the number of files associated to homelessness in January, logging 64 complaints in contrast to 79 in December 2025. There were 29 such complaints in November and 43 in October. The vast majority of these complaints were relating to trespassing issues as noted above. Along with the 30 files scored as trespassing there were 11 files scored as ‘suspicious person’. Most occurrences are cleared as non-criminal incidents. 43 of the 64 complaints were concerning 3 individuals, with one person logging 17 complaints, another logging 14 and the third logging 12 complaints. The majority of which are related to trespassing.



OPERATIONAL STATS – January 2026

Occurrences:	394	Criminal Code Charges:	42
Impaired by Alcohol:	1	CDSA:	0
Impaired by Drug:	0	CBCA:	0
Traffic Tickets:	34	Traffic Written Warnings:	14
Vehicle Checks:	118	LCA:	5
Foot Patrol Hours:	29hrs, 51 min	PPA:	3
Parking Tickets(police):	6 (members)	Parking Tickets(bylaw):	1
Parking Warnings:	12 (members)	Parking Warnings (bylaw)	2

