

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

 Corporate Services Department Legislative Services Division	
Date & Time Received:	February 26, 2026 9:29 am
Original To:	CIP
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Notes/Comments:	

February 19, 2026

Re: Mayoral Authority and Municipal Police Budget Sustainability

Dear Premier Ford,

I am writing to express concern regarding the province's current position that limits a mayor and council's ability to meaningfully reduce or amend police service budget proposals once they have advanced through local police governance structures.

Municipal leaders across Ontario are operating within an increasingly constrained fiscal environment. Escalating administrative costs, combined with sustained growth in police budgets, are placing significant pressure on municipal finances. Without the tools to influence or moderate these expenditures, municipalities are left financially vulnerable, undermining long-term stability and responsible budget planning.

Mayors and members of council are accountable to residents for overall municipal fiscal health. However, under the province's current interpretation, they lack sufficient authority to address one of the fastest-growing areas of local spending. This creates a clear imbalance in accountability, where elected leadership bears responsibility for budget outcomes without the ability to manage risk, respond to local conditions, or ensure alignment with broader municipal priorities.

You have recently noted that education costs have become unsustainable, and the Minister of Finance has expressed similar concerns regarding health care expenditures. Policing costs present the same challenge, with the added constraint that mayors are now unable to intervene. This limits a municipality's capacity to balance competing service demands, invest in preventative and social supports, and respond flexibly to emerging community priorities, including housing. Over time, this approach risks crowding out essential services and capital projects while placing increased pressure on taxpayers.

In Sarnia, veto authority was used for the first time, and only with respect to capital funding. The operational police budget, which has increased by 40% over the past four years, was left untouched. The mayoral veto removed a proposed \$5 million capital item that would have committed the municipality to a long-term financial obligation estimated to reach \$120 million. Allowing such exposure without intervention would have been fiscally irresponsible and inconsistent with the principles of responsible municipal governance. The existing building was reported to be suitable for upgrades and maintenance at a cost of approximately \$5 million; however, the Sarnia Police Board and Chief have insisted that the Cadillac of all buildings is required. Proceeding with this option would saddle the taxpayers with substantial long-term debt and sustained tax increases for decades to come.

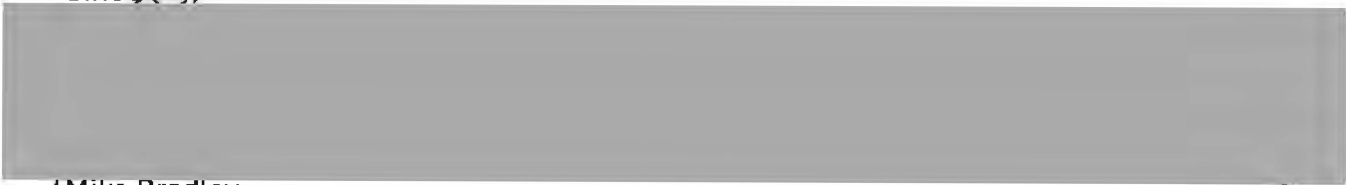
After 21 years of carrying municipal debt, the City of Sarnia has just recently achieved the distinction of being one of the few debt-free cities in Ontario. Under the current framework, renewed debt will become unavoidable, with financial impacts extending to future generations.

While this issue may not yet have arisen in every municipality responsible for funding and overseeing its own police service, the experience in Sarnia illustrates a challenge that other mayors may reasonably face in future budget years. As policing and capital costs continue to escalate, circumstances will emerge where elected municipal leaders are required to intervene to protect long-term fiscal sustainability. This is a critical issue that warrants careful reconsideration. I have therefore copied Heads of Council for municipalities across Ontario to unite in encouraging an approach that better aligns accountability with decision-making and supports more sustainable municipal governance across Ontario.

Given the practical implications for municipal budget deliberations and fiscal planning, I believe this matter should be addressed in advance of the next municipal council taking office. I respectfully urge the province to engage with municipalities on this issue and to explore legislative or policy adjustments that would provide local elected leaders with the tools necessary to manage fiscal pressures responsibly, transparently, and in the best interests of their communities.

I appreciate your attention to this issue and look forward to the province's consideration of next steps.

Sincerely,



Mike Bradley
Mayor, City of Sarnia

Cc: The Honourable Michael S. Kerzner, Solicitor General
The Honourable Rob Flack, Minister of Municipal Affairs and Housing
The Honourable Peter Bethlenfalvy, Minister of Finance
Heads of council for municipalities across Ontario
Bob Bailey, MPP for Sarnia-Lambton
Sarnia City Council

Encl.: [CBC News February 18, 2026 - Province tells Ontario mayors they can't use 'strong powers' on police budgets](#) | [CBC News](#)

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London

Province tells Ontario mayors they can't use 'strong powers' on police budgets

Finance expert says province needs to review fiscal relationship with municipalities to keep up with costs

Isha Bhargava · CBC News · Posted: Feb 18, 2026 5:00 AM EST | Last Updated: February 18



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A file photo of a police officer walking in downtown Hamilton, Ont. (Bobby Hristova/CBC)

The Ontario government is reminding municipal leaders that they cannot use their provincially granted "strong mayor powers" to challenge or limit police budgets.

This comes two months after Sarnia's mayor vetoed his city's police budget request of \$5 million for a new police headquarters, in what's led to an ongoing battle over the city's police funding.

In a letter sent to mayors and police board chairs in January, the province reiterated that municipalities are required to provide police boards with "sufficient funding" to comply with the Community Safety and Policing Act (CSPA).

"The Head of Council's strong mayor budget powers do not include the power to limit police service board budget increases or veto estimates submitted by police service boards," Solicitor General Michael Kerzner and Municipal Affairs Minister Rob Flack wrote in their Jan. 12 letter.

"Although municipalities are not required to adopt the board's estimates as submitted, they cannot approve or reject specific line items within the estimates."

- **Less than half of 'strong mayors' were using powers before Ontario expanded system: reports**

Municipal budgets include estimates of amounts required during the year and includes various boards, the letter explains. A police service board must submit their operating and capital costs to municipalities, which then establish the service's overall budget.

Premier Doug Ford's government created the strong mayor system in 2022 and it now applies to 216 mayors. The powers give the leaders control over appointments, the ability to hire and fire most city staff, vetoes over some council votes and the ability to pass some bylaws with support of only a third of council support.

'We can't chop public safety' says Premier

When asked by CBC about the issue of strong mayor powers relating to police budgets on Tuesday, Ford said investments in public safety need to be a top priority.

"We can't chop safety and protecting communities," Ford told reporters. "We need to make sure our priority is keeping our community safe because right now people don't feel safe. So we have to continue investing in our police, give them the tools they need to keep our community safe."

Sarnia Mayor Mike Bradley disagrees arguing the legislation prevents municipalities from balancing the needs of police and taxpayers. He said Sarnia police has received a 45 per cent operational increase over the last four years, and he only vetoed one capital spending item which the city cannot afford this year.



Sarnia's Mayor Mike Bradley says police budget increases in recent years have led to spending cuts in other city projects. (Facebook)

"The province has just wiped out our ability to control spending in our own communities. In most cases [police budgets] run from 30 to 40 per cent of the

municipal budget, so what the Ford government is saying is that councils and mayors cannot touch it," he said.

"So the message is, police boards who are unaccountable, can now just set the budget and the taxpayers have to pay. That's a pretty shocking statement from Queens Park."

Bradley argues he has supported increasing police budgets for frontline services, which have been substantial over the years and have led the city to cut back on spending for other projects.

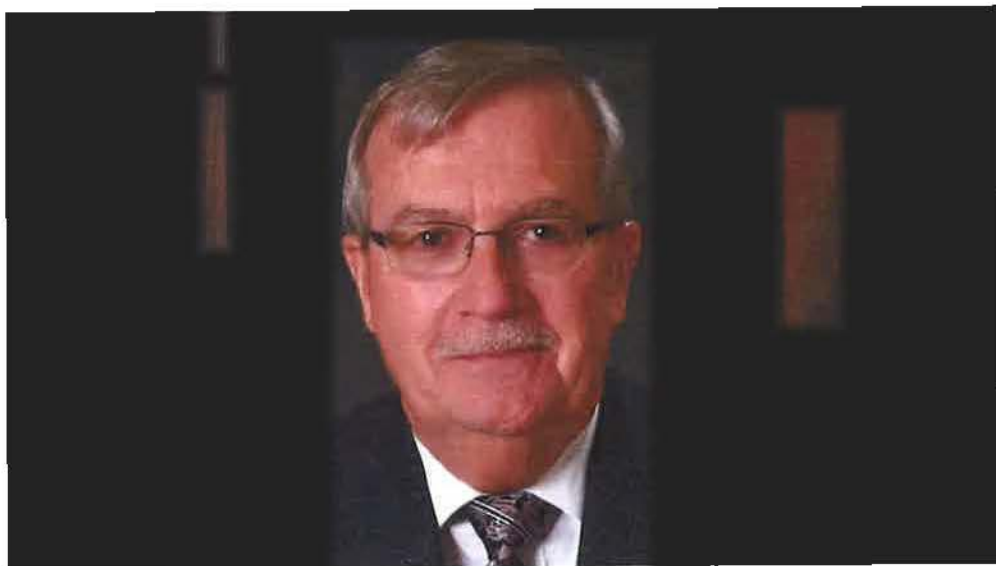
In its letter, the province clarifies that there are dispute resolution mechanisms under the CPSA, namely arbitration, when a council disagrees with a police board's budget request.

Municipalities limited in challenging police budgets

However, proving a case against the police can be difficult for municipal councils who don't often have the capacity or technical knowledge to offer a challenge, said Nigel Bellchamber, a London, Ont., consultant specializing in municipal finances.

"It's a high bar that the municipality has to meet in order to succeed in an arbitration," he said, noting that municipalities are tasked with funding a variety of services whose costs outpace inflation.

"As a result, there are some significant challenges and tough decisions being made as to prioritizing capital expenditures in municipal budgets. So councils and municipal staff, whether you're in a strong mayor situation or not, they're all caught in a very difficult situation."



Nigel Bellchamber is a consultant in London, Ont., who specializes in municipal finances (Nigel Bellchamber/LinkedIn)

Bellchamber said the provincial and municipal fiscal relationship hasn't been properly reviewed in about 25 years and it needs to be revisited to respond to changing economic demands.

London's Mayor Josh Morgan agrees. His council approved a historic \$672-million investment in police spending during the last four-year budget, and while he's satisfied with the results of crime trending lower in the city, ballooning police budgets are a concern for municipalities, he said.

"Obviously when the largest portion of your budget is increasing by a fair amount, that's concerning in multiple ways," said Morgan.

"It's difficult for a municipality to shoulder all of the necessary investments in public safety that we need to make with all of the other things that we're obligated to do, and with the revenue streams we have available to us."

Morgan said it's important for municipalities to partner with provincial and federal governments to seek "broad-based, stable multi-year support for public safety funding."

In London's case, Morgan notes the police returned more than \$2.3 million to city coffers in the budget's first two years.

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Questions of 'strong mayor' veto powers remain after province attempts to clarify police budgets

By [Bryan Bicknell](#)

Published: February 18, 2026 at 5:14PM EST



The provincial government says municipalities can't use strong mayor powers to limit police budgets. CTV's Bryan Bicknell visits local reaction.

The chair of the Sarnia Police Service Board says the board is still weighing options in its bid to build a new police headquarters.

The comments follow a letter from Ontario's Solicitor General to municipalities that mayors cannot use so-called strong mayor powers to challenge police budgets.

"We sent the letter to council requesting that the veto to be vetoed, basically, and that the five million [dollars] be added back into the budget," explained Board Chair Kelly Ash. "We are re-evaluating, looking to see what we can get accomplished with the funds that we do have, while still hoping that council does deliberate over the \$5 million so that we can get started."



Sarnia Police Board Chair Kelly Ash speaks to CTV News via Zoom on Feb. 16, 2025. (Bryan Bickell/CTV News London)

Late last year Sarnia Mayor Mike Bradley vetoed the city's police budget request of \$5 million to begin work on a new police headquarters. Bradley insists he's not about to re-open the city budget.

"This idea that police boards now, without any accountability, they're not elected and they don't report to the public and you can't remove them, will now be able to say to any town, 'This is how much money we want each year, and govern yourself accordingly. You're going to have to find money or kill other projects that are really important to your community because we're number one,'" he said.

In London, the police budget has also been a sensitive item.



London City Mayor Josh Morgan speaks to CTV News on Feb. 8, 2026. (Bryan Bickell/CTV News London)

The most recent police budget passed two years ago in the city's four-year budget cycle increased police spending by \$672 million.

The London Police Service has since returned \$2.3 million in a bid to keep municipal property taxes at bay, explains London Mayor Josh Morgan.

"It's a pretty high bar to set for a municipality to not supply the budget, which is why my approach has been to work closely with the police board as a member of the board. And this board has returned dollars for the past two years," Morgan said.

Introduced in 2022 for Ontario's largest urban centres, strong mayor powers were expanded last year to include all 216 Ontario mayors. At least one legal opinion suggests this was when questions of interpretation began to arise.



London Ont. Coun. Sam Trosow speaks to CTV News in Feb. 18, 2024. (Drew Brinkell/CTV News London)

London Coun. Sam Trosow is a retired Western University law professor. He believes the strong mayor legislation was rushed.

"I think if it was the intention of the legislature to categorically exempt police services matters from the act they would have or they should have said so. And they probably rushed this through so quickly, maybe they didn't even bother to think about it," he explained.

"But I think that the mayor of Sarnia is within his rights to challenge this part of the budget," Trosow said.



Sarnia Mayor Mike Peden speaks to CTV News via Zoom on Feb. 18, 2024. (Drew Brinkell/CTV News London)

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