



**MIDDLESEX OPP DETACHMENT BOARD  
CONSEIL DU DÉTACHEMENT DE MIDDLESEX  
DE LA POLICE PROVINCIALE**

**MIDDLESEX OPP DETACHMENT  
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE**

**Middlesex OPP Detachment Board**

**Meeting Agenda**

**June 24, 2026 - 2:00 p.m.**

**Council Chamber - Middlesex Centre Municipal Office  
10227 Ilderton Road, Ilderton (Coldstream), Ontario**

**1. Call to Order**

**2. Declaration(s) of Conflict of Interest**

**3. Approval of Minutes**

- a. Minutes of the March 18, 2026 Middlesex OPP Detachment Board Meeting

**Recommendation:** THAT the minutes of the March 18, 2026 meeting of the Middlesex OPP Detachment Board be approved.

**4. OPP Detachment Commander Update**

- a. OPP Detachment Board Report – March – May 2026

**Recommendation:** THAT the OPP Detachment Board report from Interim Detachment Commander Barnabi be received for information.

**5. Reports to the Board**

- a. Member Activity Reports

- i. Member Maudsley – Zone 6 Meeting Report
- ii. Member Maudsley – March & April PGO Meeting Reports
- iii. Member Maudsley – PGO Spring Conference Report

**Recommendation:** THAT the member activity reports be received for information.

b. Financial Reports

- i. 2026 Year-to-Date Board Budget-to-Actual (as of June 1, 2026)

**Recommendation:** THAT the financial reports be received for information.

## 6. New Business

- a. Detachment Board Annual Governance Cycle & Workplan (PGO Resource)
- b. 2026-2030 Term Board Recruitment and Administration Discussion

## 7. Correspondence

- a. Inspector General of Policing Memo – Province-Wide Inspection on Policy Integrity and Anti-Corruption Practices Update
- b. Ministry of the Solicitor General – Police Service Board and OPP Detachment Board Members and Elections

**Recommendation:** THAT the correspondence item be received for information.

## 8. Adjournment

The next meeting of the Middlesex OPP Detachment Board is scheduled for Wednesday, September 23, 2026 @ 2:00 p.m. at the Middlesex Centre Municipal Office.

**Recommendation:** THAT the June 24, 2026 meeting of the Middlesex OPP Detachment Board adjourn at \_\_\_\_\_ p.m.



**MIDDLESEX OPP DETACHMENT BOARD  
CONSEIL DU DÉTACHEMENT DE MIDDLESEX  
DE LA POLICE PROVINCIALE**

**MIDDLESEX OPP DETACHMENT  
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE**

**Middlesex OPP Detachment Board**

**Meeting Minutes**

**March 18, 2026 – 2:00 p.m.**

**Council Chamber – Middlesex Centre Municipal Office**

**10227 Ilderton Road, Ilderton (Coldstream), Ontario**

Members Present: John Brennan (Middlesex Centre); Bill Irwin (North Middlesex, Lucan Biddulph); Murray Faulkner (Community Representative); Jim Maudsley (Provincial Appointee)

Members Absent with Notice: Sue Clarke (Adelaide Metcalfe, Southwest Middlesex, Newbury); Michelle Smibert (Thames Centre); Marigay Wilkins (Community Representative)

Others Present: Davide Barnabi, Interim Detachment Commander (OPP); Brianna Hammer-Keidel (Municipal Clerk & Board Secretary – Middlesex Centre); Lisa Darling (Executive Director – OAPSB)

**1. Call to Order**

Chair Brennan calls the meeting to order at 2:00 p.m.

**2. Declaration(s) of Conflict of Interest**

None declared.

**3. Approval of Minutes**

- a. Minutes of the February 12, 2026 Middlesex OPP Detachment Board Meeting

Moved by Member Maudsley  
Seconded by Member Faulkner  
THAT the minutes of the February 12, 2026 meeting of the Middlesex OPP Detachment Board be approved. Carried.

#### **4. Presentations to the Board**

##### **a. Ontario Association of Police Services Boards (OAPSB) Presentation**

Lisa Darling, Executive Director, is in attendance to provide information about the OAPSB and its ongoing work and answer questions from members.

Moved by Murray Faulkner  
Seconded by Bill Irwin  
THAT the presentation from OAPSB Executive Director Lisa Darling be received for information. Carried.

Moved by Member Faulkner  
Seconded by Member Maudsley  
THAT expenses related to Chair Brennan's attendance at the 2026 OAPSB conference in Niagara Falls be approved. Carried.

#### **5. OPP Detachment Commander Update**

Davide Barnabi, Interim Detachment Commander, is in attendance to speak to the following activity reports:

- i. OPP Detachment Board report dated March 2026
- ii. OPP Detachment Board report dated January – December 2025

Moved by Member Maudsley  
Seconded by Member Irwin  
THAT the OPP Detachment Board reports from Interim Detachment Commander Barnabi be received for information. Carried.

#### **6. Reports to the Board**

##### **a. Member Activity Reports**

- i. Member Maudsley – OAPSB Board of Directors February 19, 2026 Meeting Update

Member Maudsley is in attendance to speak to the activity reports and answer questions from members.

Moved by Member Faulkner

Seconded by Member Irwin

THAT the member activity report be received for information.

Carried.

- b. Financial Reports

- i. 2026 Year-to-Date Board Budget-to-Actual (as of March 1, 2026)

Moved by Member Faulkner

Seconded by Member Maudsley

THAT the financial reports be received for information. Carried.

## **7. Business from Previous Meetings**

- a. Vulnerable Person Registry Discussion

The Detachment Commander confirmed that a Vulnerable Person Registry is operating locally, and further, that the process and prerequisites for vulnerable sector background checks have not changed in Middlesex County.

## **8. Correspondence**

- a. Inspector General of Policing Memo – Province-Wide Inspection on Policy Integrity and Anti-Corruption Practices

Moved by Member Faulkner

Seconded by Member Maudsley

THAT the correspondence item be received for information. Carried.

## 9. Adjournment

The next meeting of the Middlesex OPP Detachment Board is scheduled for Wednesday, June 24, 2026 @ 2:00 p.m. at the Middlesex Centre Municipal Office.

Moved by Member Maudsley

Seconded by Member Irwin

THAT the March 18, 2026 meeting of the Middlesex OPP Detachment Board adjourn at 3:43 p.m.

DRAFT



# **OPP Detachment Board Report**

## **June 2026**

**OPP Detachment Board Report  
Collision Reporting System  
March - May 2026**

Motor Vehicle Collisions by Type						
March - May						
Year	2024		2025		2026	
CollisionType	Incidents	% Change	Incidents	% Change	Incidents	% Change
Fatal Injury	4	300.0%	2	-50.0%	2	0.0%
Non-Fatal Injury	47	38.2%	41	-12.8%	35	-14.6%
Property Damage Only	343	19.5%	278	-19.0%	201	-27.7%
<b>Total</b>	<b>394</b>	<b>22.4%</b>	<b>321</b>	<b>-18.5%</b>	<b>238</b>	<b>-25.9%</b>

YTD						
Year	2024		2025		2026	
CollisionType	Incidents	% Change	Incidents	% Change	Incidents	% Change
Fatal Injury	5	66.7%	5	0.0%	3	-40.0%
Non-Fatal Injury	74	29.8%	70	-5.4%	60	-14.3%
Property Damage Only	591	20.1%	587	-0.7%	494	-15.8%
<b>Total</b>	<b>670</b>	<b>21.4%</b>	<b>662</b>	<b>-1.2%</b>	<b>557</b>	<b>-15.9%</b>

Year	Fatal Injury	Non-Fatal Injury	Property Damage Only
2024	4	47	343
2025	2	41	278
2026	2	35	201

**OPP Detachment Board Report  
Collision Reporting System  
March - May 2026**

Fatalities in Detachment Area - Incidents									
March - May									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	4	300.0%	0	0	--	0	0	--
2025	0	2	-50.0%	0	0	--	0	0	--
2026	0	2	0.0%	0	0	--	0	0	--

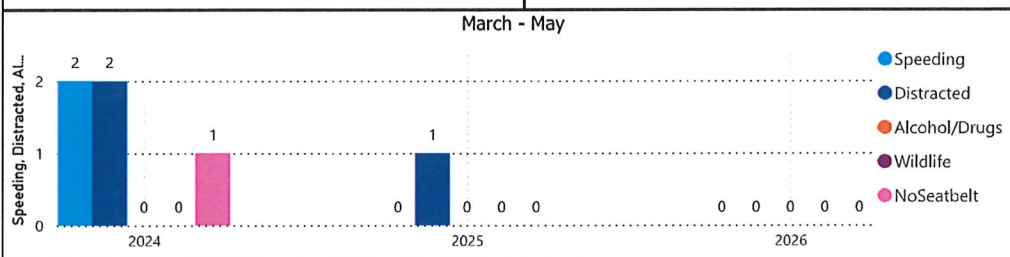
YTD									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	5	66.7%	0	0	--	0	0	--
2025	1	4	-20.0%	1	1	--	0	0	--
2026	0	3	-25.0%	0	0	-100.0%	0	0	--

Fatalities in Detachment Area - Persons Killed						
March - May						
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2024	4	300.0%	0	--	0	--
2025	3	-25.0%	0	--	0	--
2026	3	0.0%	0	--	0	--

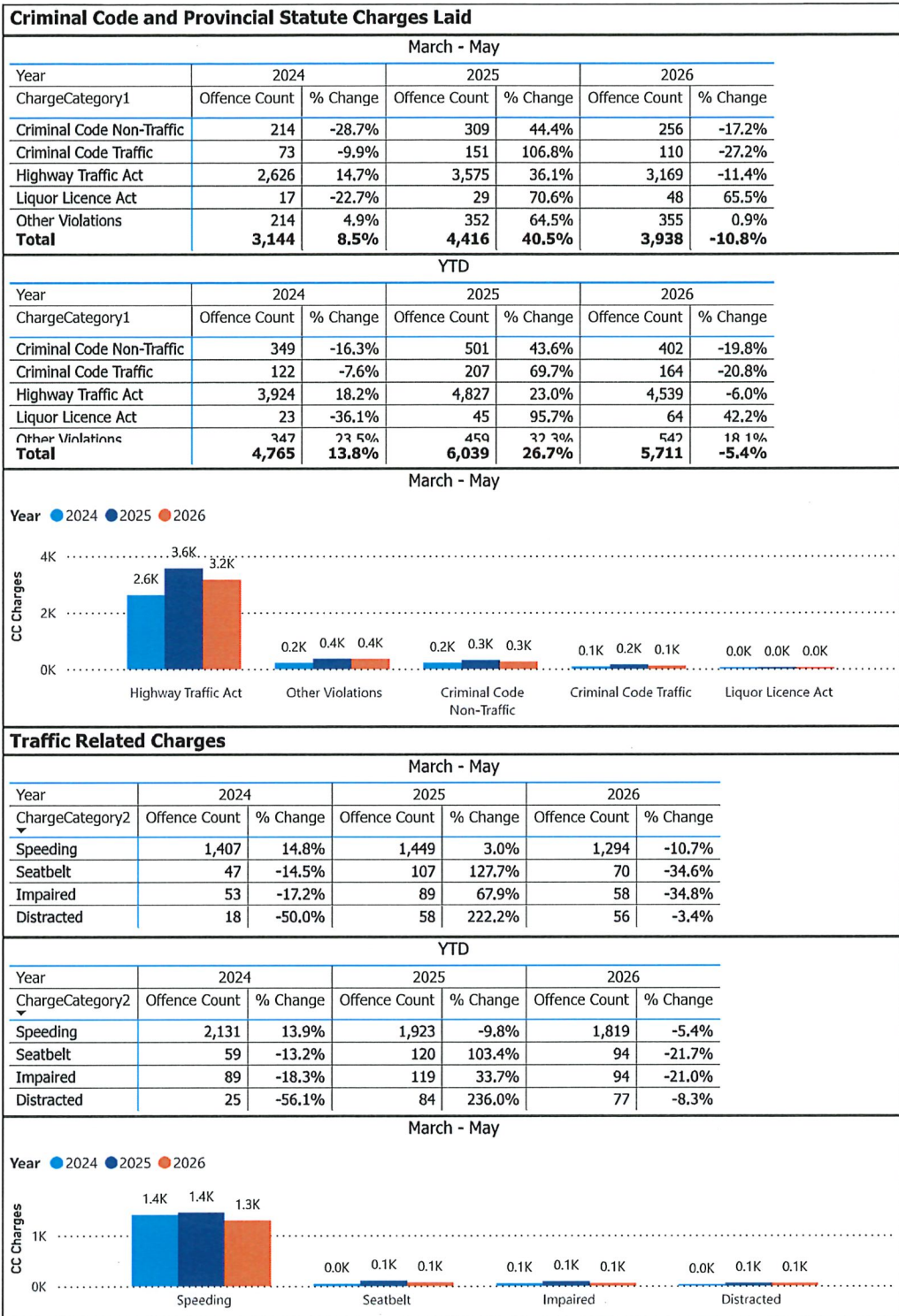
YTD						
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2024	6	50.0%	0	--	0	--
2025	5	-16.7%	1	--	0	--
2026	4	-20.0%	0	-100.0%	0	--

Primary Causal Factors in Fatal Motor Vehicle Collisions						
	March - May			YTD		
	2024	2025	2026	2024	2025	2026
Speeding	2	0	0	2	0	1
Speeding % Change	100.0%	-100.0%	--	100.0%	-100.0%	--
Distracted	2	1	0	2	2	0
Distracted % Change	--	-50.0%	-100.0%	--	0.0%	-100.0%
Alcohol/Drugs	0	0	0	0	2	0
Alcohol/Drugs % Change	--	--	--	--	--	-100.0%
Wildlife	0	0	0	0	0	0
Wildlife % Change	--	--	--	--	--	--
NoSeatbelt	1	0	0	2	0	1
NoSeatbelt YoY%	0.0%	-100.0%	--	100.0%	-100.0%	--

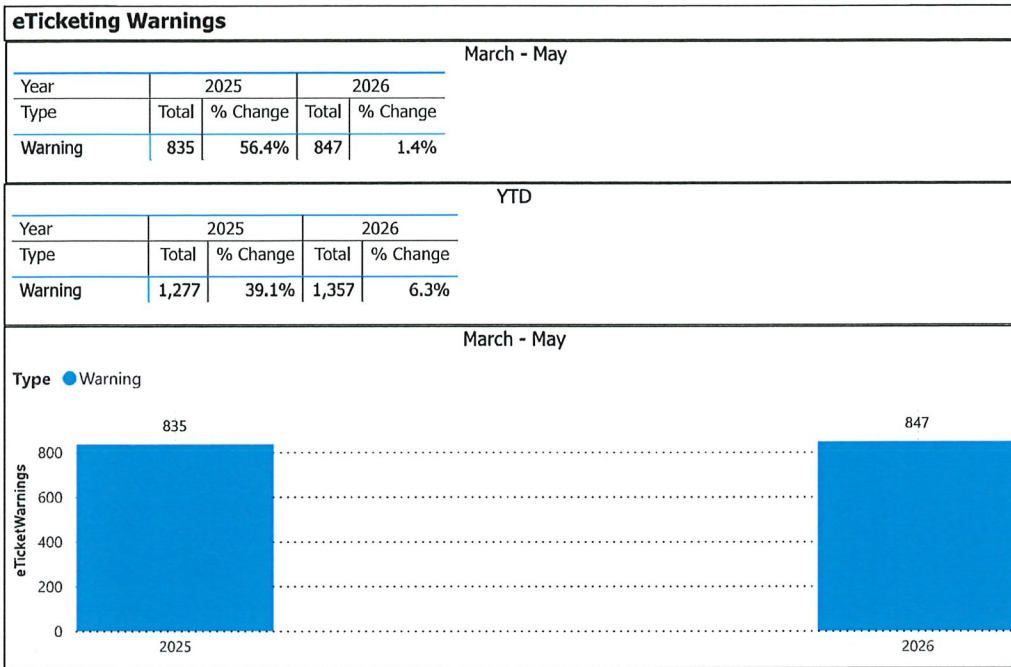


Data source (Collision Reporting System) date:

### OPP Detachment Board Report Records Management System March - May 2026

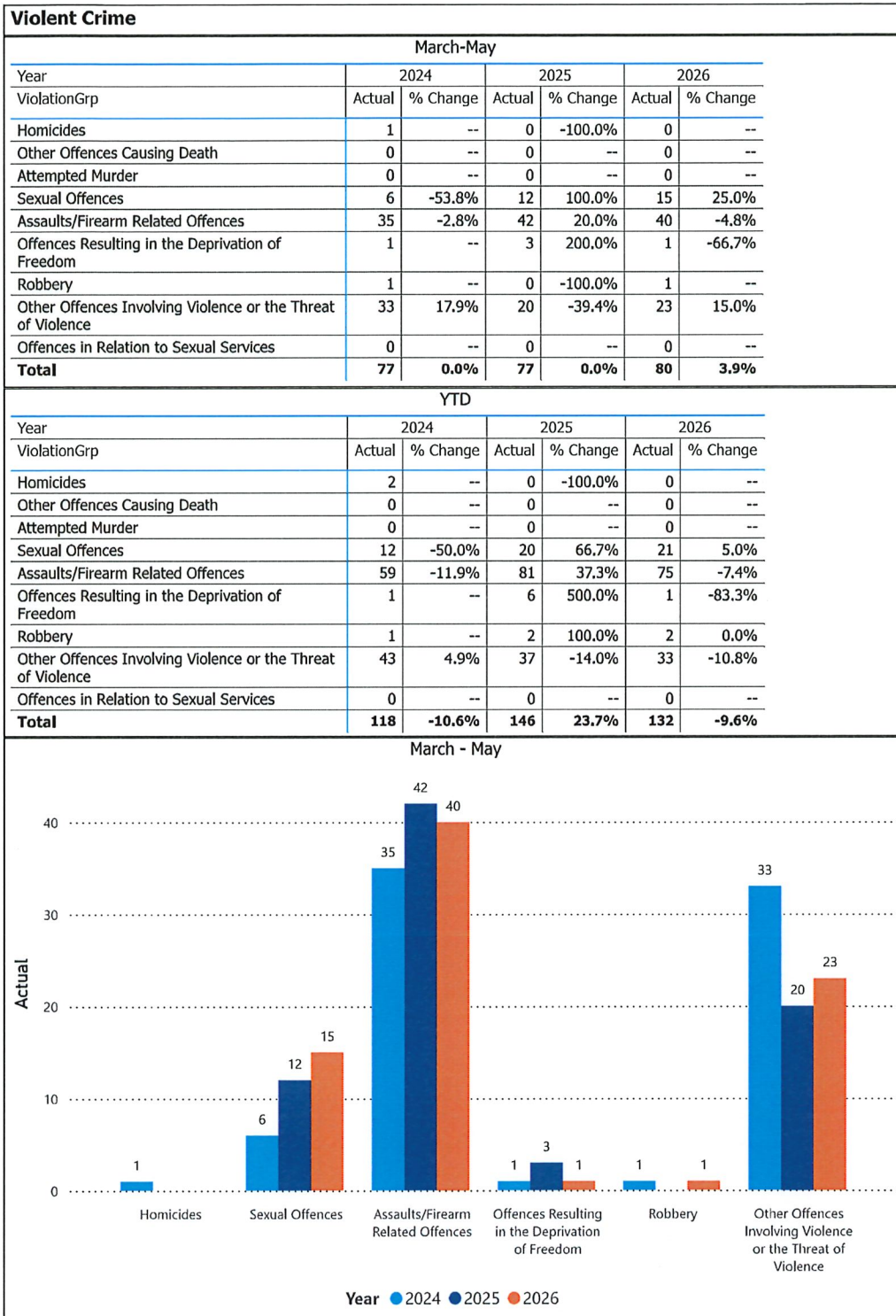


**OPP Detachment Board Report  
Records Management System  
March - May 2026**



*Note: The eTicketing system was not fully implemented until the end of 2022, therefore data is only available beginning in 2023. % Change in 2023 may appear higher in this report due to the incomplete 2022 data.*

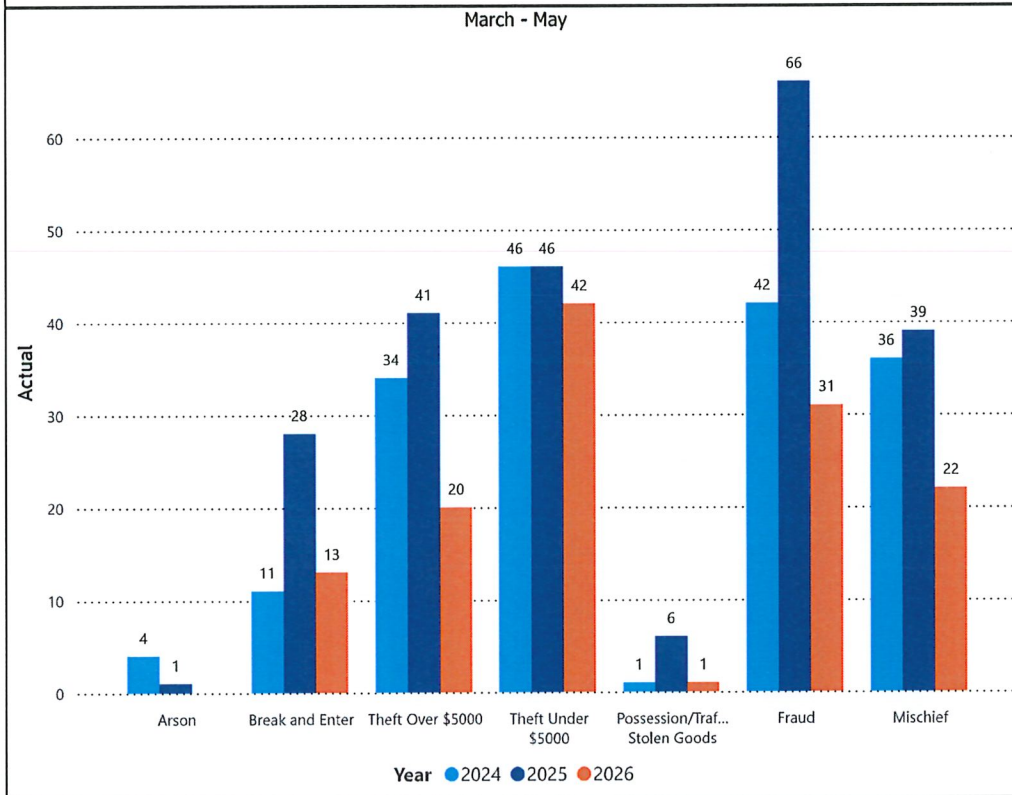
**OPP Detachment Board Report  
Records Management System  
March - May 2026**



**OPP Detachment Board Report  
Records Management System  
March - May 2026**

Property Crime						
March - May						
Year	2024		2025		2026	
	Actual	% Change	Actual	% Change	Actual	% Change
Arson	4	--	1	-75.0%	0	-100.0%
Break and Enter	11	-45.0%	28	154.5%	13	-53.6%
Theft Over \$5000	34	3.0%	41	20.6%	20	-51.2%
Theft Under \$5000	46	-19.3%	46	0.0%	42	-8.7%
Possession/Trafficking Stolen Goods	1	-88.9%	6	500.0%	1	-83.3%
Fraud	42	-22.2%	66	57.1%	31	-53.0%
Mischief	36	-18.2%	39	8.3%	22	-43.6%
<b>Total</b>	<b>174</b>	<b>-19.8%</b>	<b>227</b>	<b>30.5%</b>	<b>129</b>	<b>-43.2%</b>

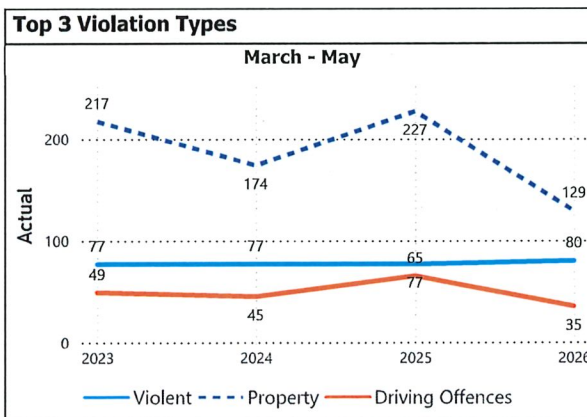
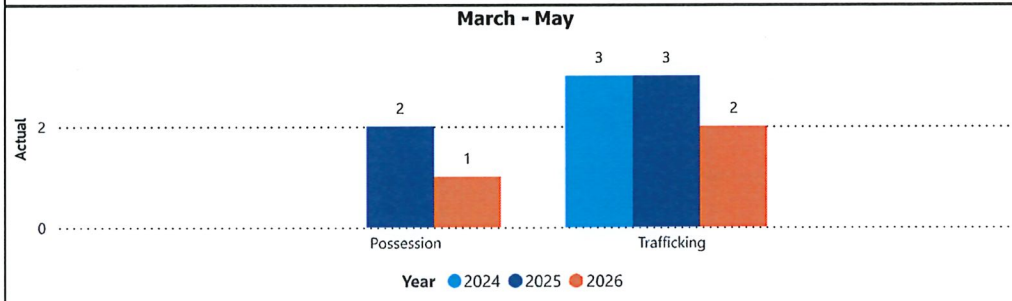
YTD						
Year	2024		2025		2026	
	Actual	% Change	Actual	% Change	Actual	% Change
Arson	4	--	1	-75.0%	0	-100.0%
Break and Enter	28	-15.2%	38	35.7%	21	-44.7%
Theft Over \$5000	49	-14.0%	56	14.3%	41	-26.8%
Theft Under \$5000	74	-22.1%	73	-1.4%	62	-15.1%
Possession/Trafficking Stolen Goods	6	-45.5%	7	16.7%	2	-71.4%
Fraud	78	-11.4%	111	42.3%	60	-45.9%
Mischief	54	-18.2%	60	11.1%	30	-50.0%
<b>Total</b>	<b>293</b>	<b>-16.3%</b>	<b>346</b>	<b>18.1%</b>	<b>216</b>	<b>-37.6%</b>



**OPP Detachment Board Report  
Records Management System  
March - May 2026**

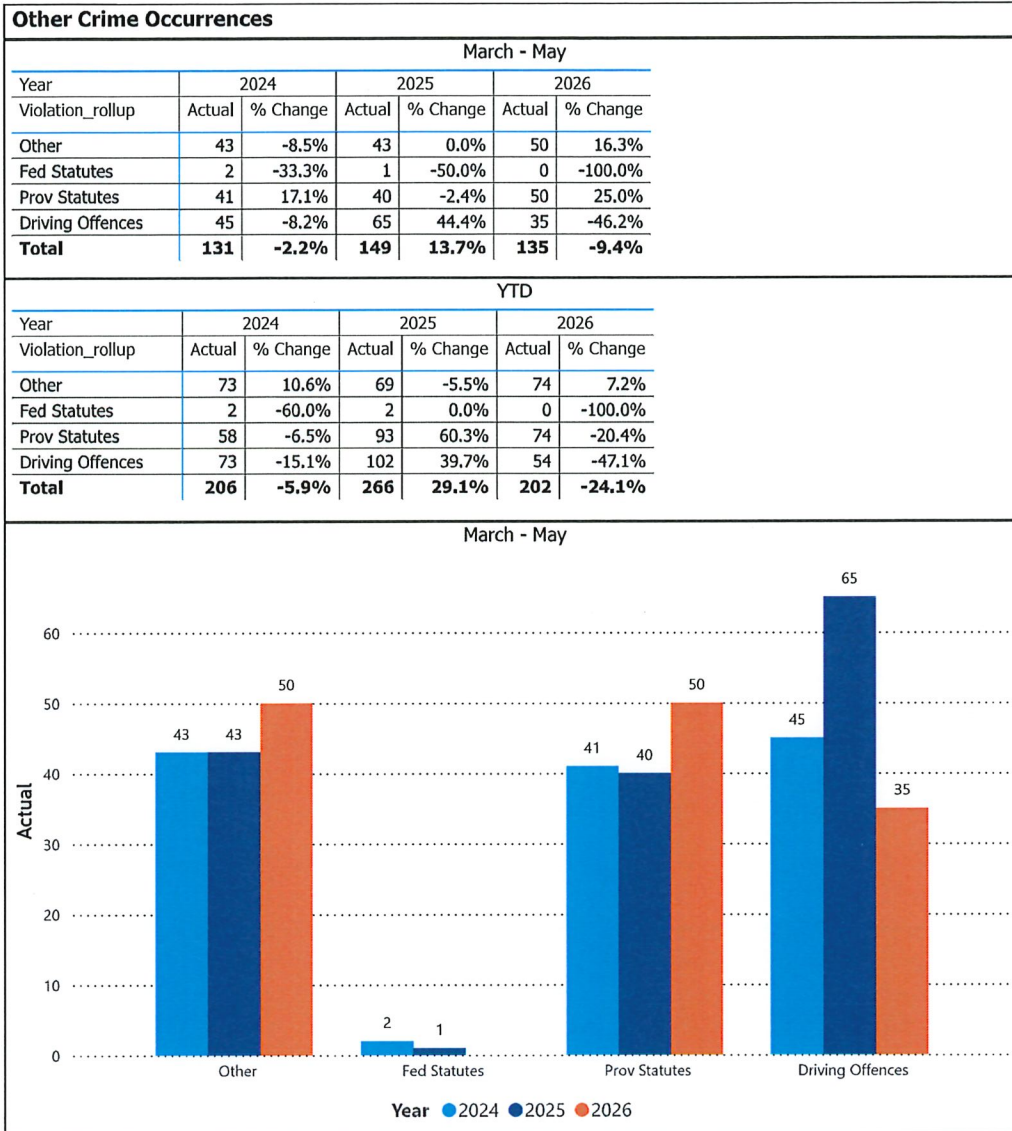
Drug Crime						
March - May						
Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Possession	0	-100.0%	2	--	1	-50.0%
Trafficking	3	-40.0%	3	0.0%	2	-33.3%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	0	--	0	--	0	--
Cannabis Sale	0	-100.0%	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
<b>Total</b>	<b>3</b>	<b>-66.7%</b>	<b>5</b>	<b>66.7%</b>	<b>3</b>	<b>-40.0%</b>

YTD						
Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Possession	1	-75.0%	4	300.0%	4	0.0%
Trafficking	7	16.7%	4	-42.9%	2	-50.0%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	0	--	0	--	0	--
Cannabis Sale	0	-100.0%	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
<b>Total</b>	<b>8</b>	<b>-27.3%</b>	<b>8</b>	<b>0.0%</b>	<b>6</b>	<b>-25.0%</b>



Top 5 Violation Groups					
March - May					
ViolationGrp	2023	2024	2025	2026	Total
Fraud	54	42	66	31	<b>193</b>
Theft Under \$5000	57	46	46	42	<b>191</b>
Provincial Statutes	35	41	40	50	<b>166</b>
Assaults/Firearm Related Offences	36	35	42	40	<b>153</b>
Mischief	44	36	39	22	<b>141</b>

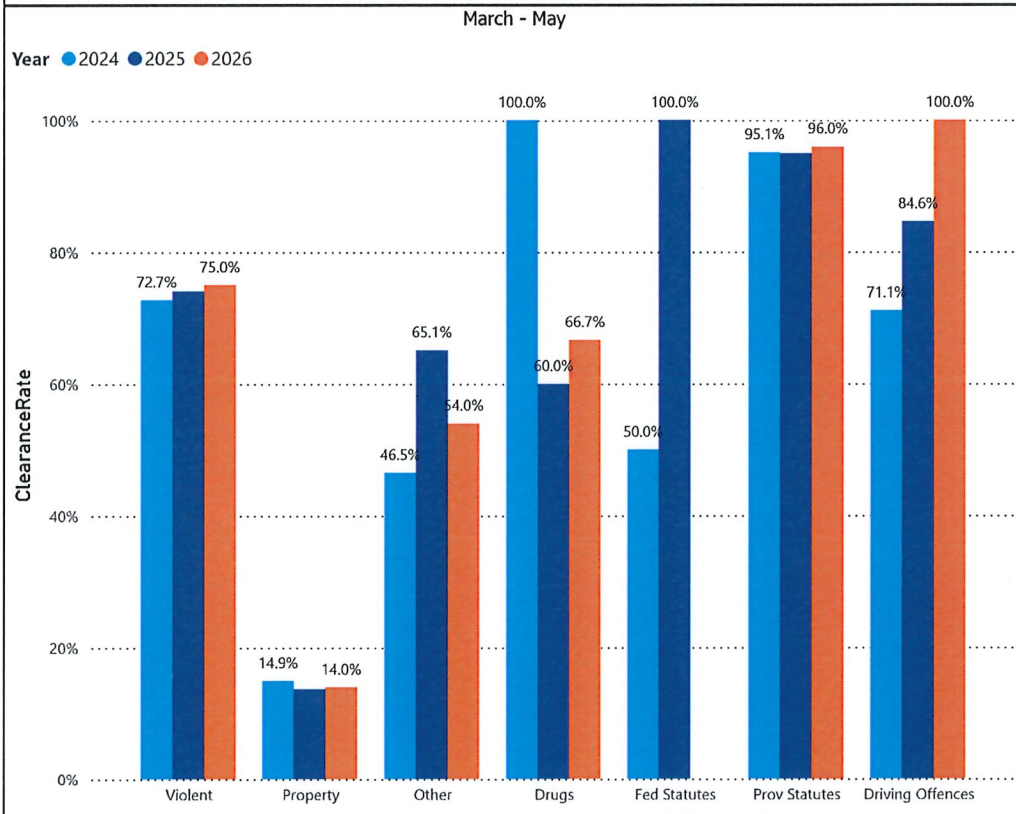
**OPP Detachment Board Report  
Records Management System  
March - May 2026**



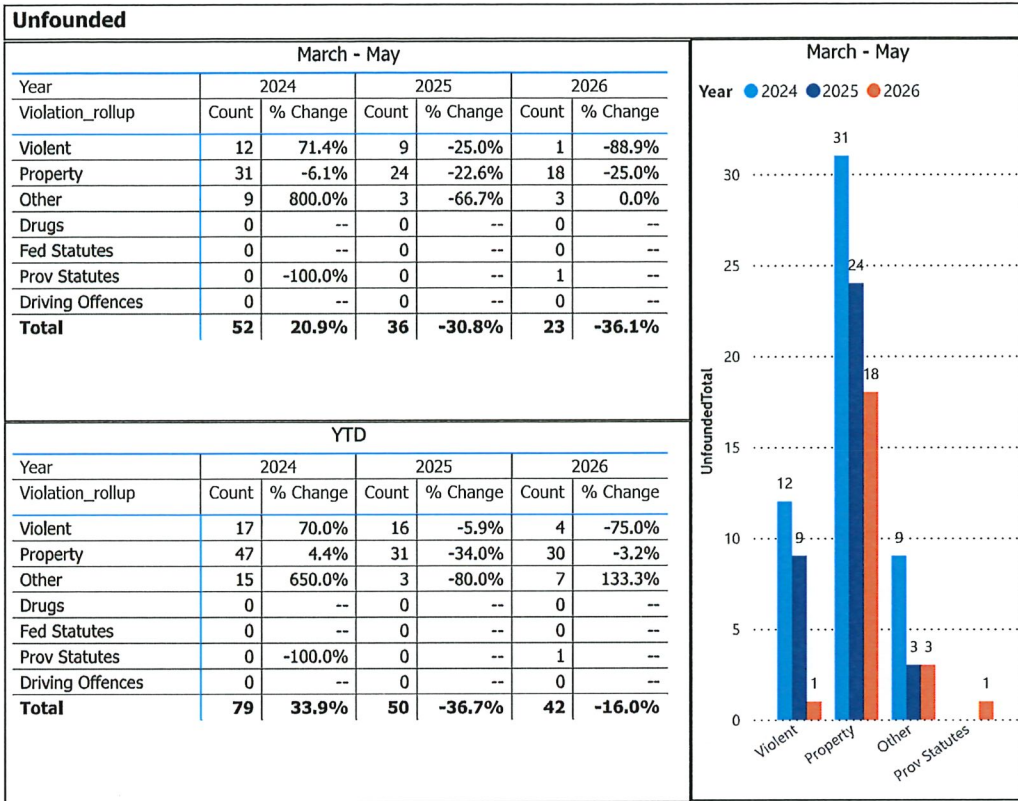
### OPP Detachment Board Report Records Management System March - May 2026

Clearance Rate						
March - May						
Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violent	72.7%	1.8%	74.0%	1.8%	75.0%	1.3%
Property	14.9%	4.6%	13.7%	-8.6%	14.0%	2.2%
Other	46.5%	-39.3%	65.1%	40.0%	54.0%	-17.1%
Drugs	100.0%	50.0%	60.0%	-40.0%	66.7%	11.1%
Fed Statutes	50.0%	--	100.0%	100.0%		-100.0%
Prov Statutes	95.1%	0.9%	95.0%	-0.1%	96.0%	1.1%
Driving Offences	71.1%	-12.9%	84.6%	19.0%	100.0%	18.2%

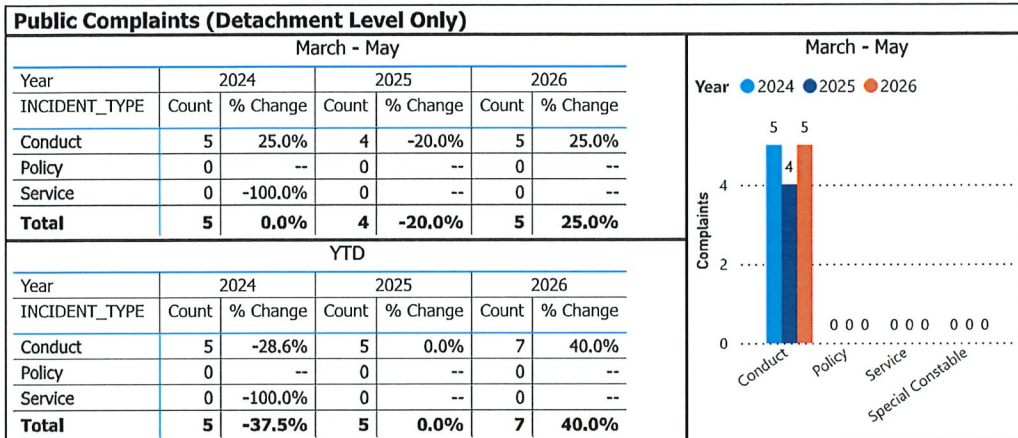
YTD						
Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violation_rollop						
Violent	70.3%	-5.3%	77.4%	10.0%	76.5%	-1.1%
Property	15.4%	12.0%	14.5%	-5.9%	13.4%	-7.1%
Other	45.2%	-35.1%	56.5%	25.0%	58.1%	2.8%
Drugs	75.0%	3.1%	62.5%	-16.7%	83.3%	33.3%
Fed Statutes	50.0%	150.0%	50.0%	0.0%		-100.0%
Prov Statutes	91.4%	-5.6%	96.8%	5.9%	97.3%	0.5%
Driving Offences	76.7%	-1.5%	75.5%	-1.6%	100.0%	32.5%



**OPP Detachment Board Report  
Records Management System  
March - May 2026**



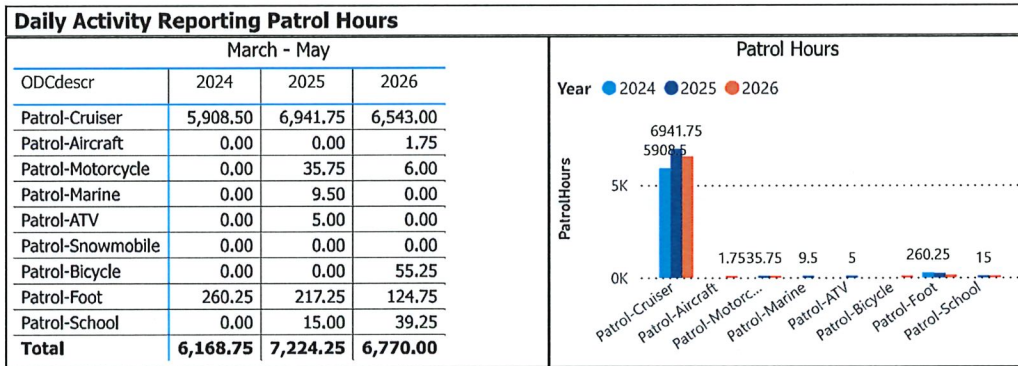
**OPP Detachment Board Report  
Records Management System  
March - May 2026**



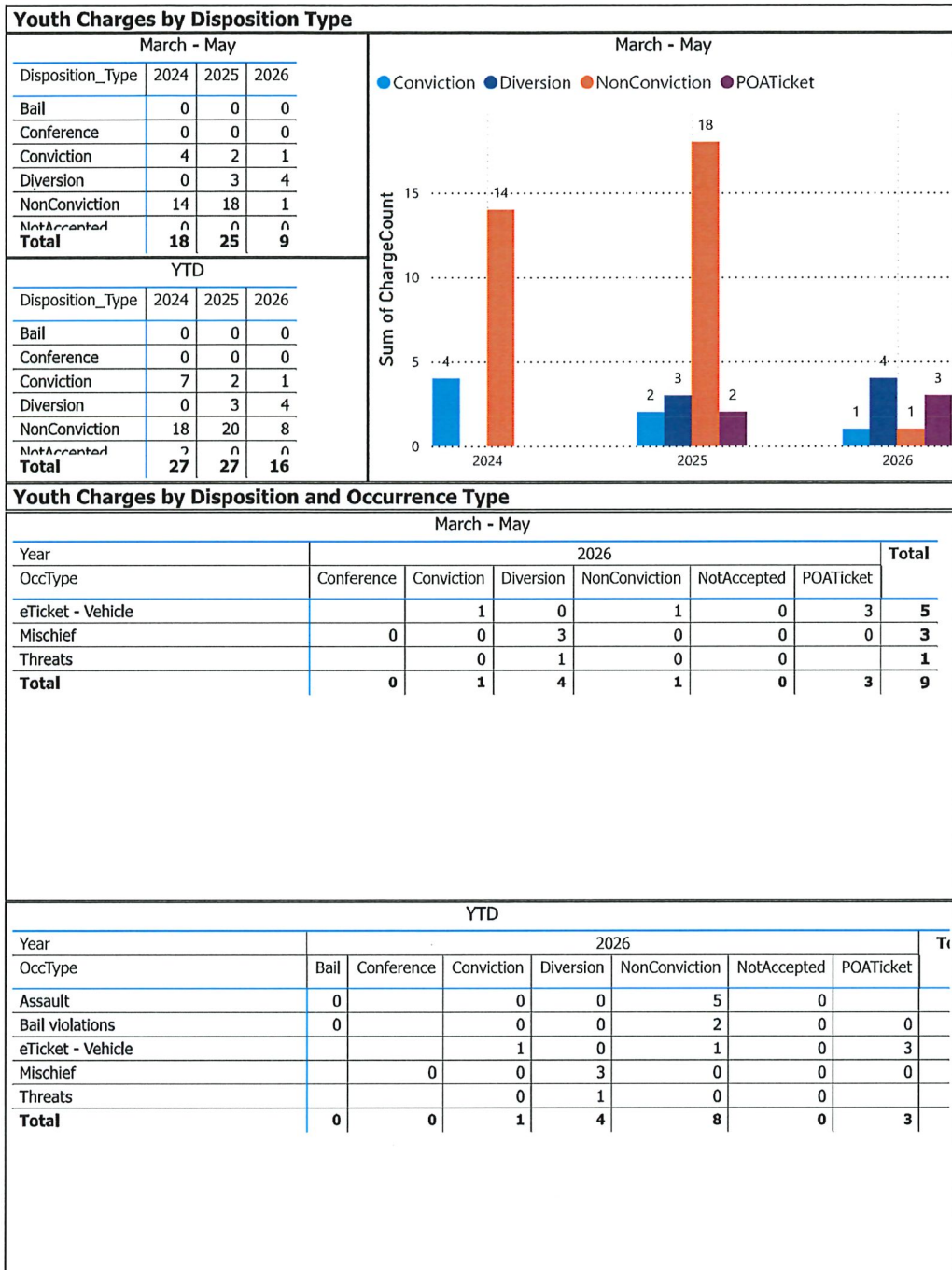
Data source: RMS Data Feed  
Ontario Provincial Police, Professional Standards Bureau Commander Reports - File Manager System

Data source date:  
05-Jun-2026

**Daily Activity Reporting**



**OPP Detachment Board Report  
Records Management System  
March - May 2026**



The tables and chart on this page present summarized youth charges by disposition and occurrence type that have been recorded in the OPP Niche RMS application. Of note... the Niche data sourced for this report page only lists youth charges that have had a disposition type entered against them. Therefore, please be aware that the counts of youth charges entries on this report page are under stating the potential sum of youth charges that are in OPP Niche RMS.

**OPP Detachment Board Report  
Records Management System  
March - May 2026**

Mental Health Act Occurrences		
March - May		
Year	Occurrences	Unfounded
2024	160	3
2025	99	0
2026	144	1

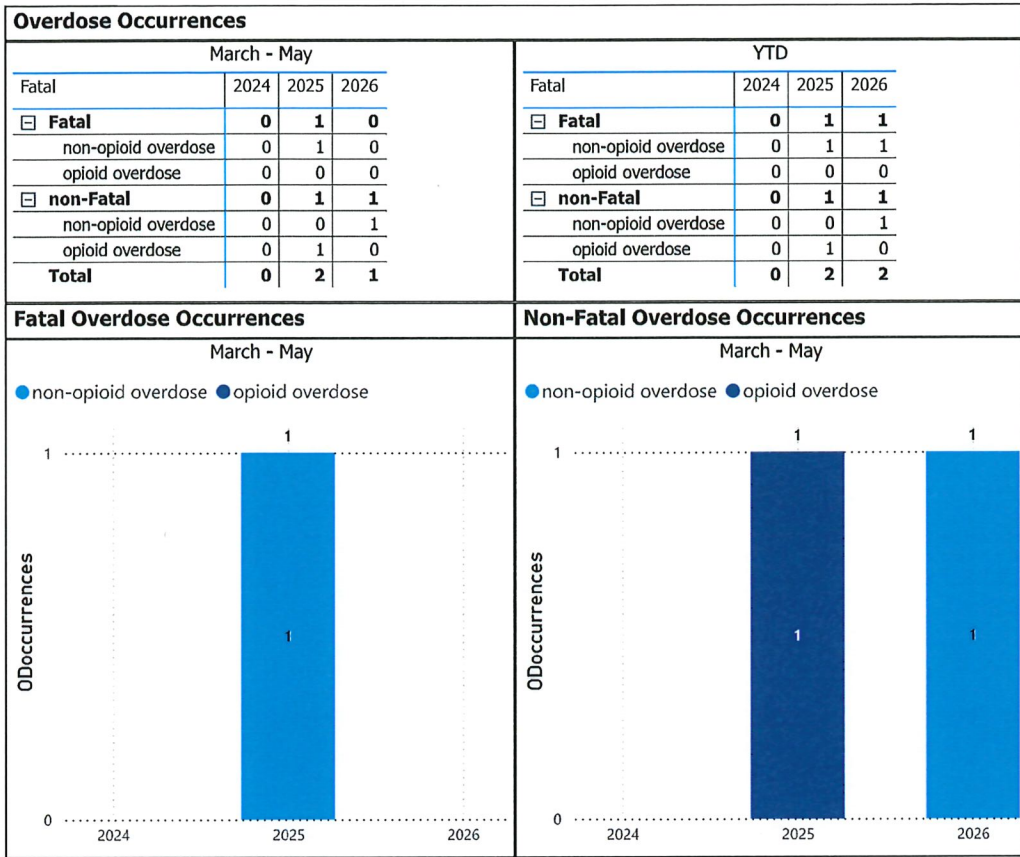
  

YTD		
Year	Occurrences	Unfounded
2024	240	3
2025	191	0
2026	227	1

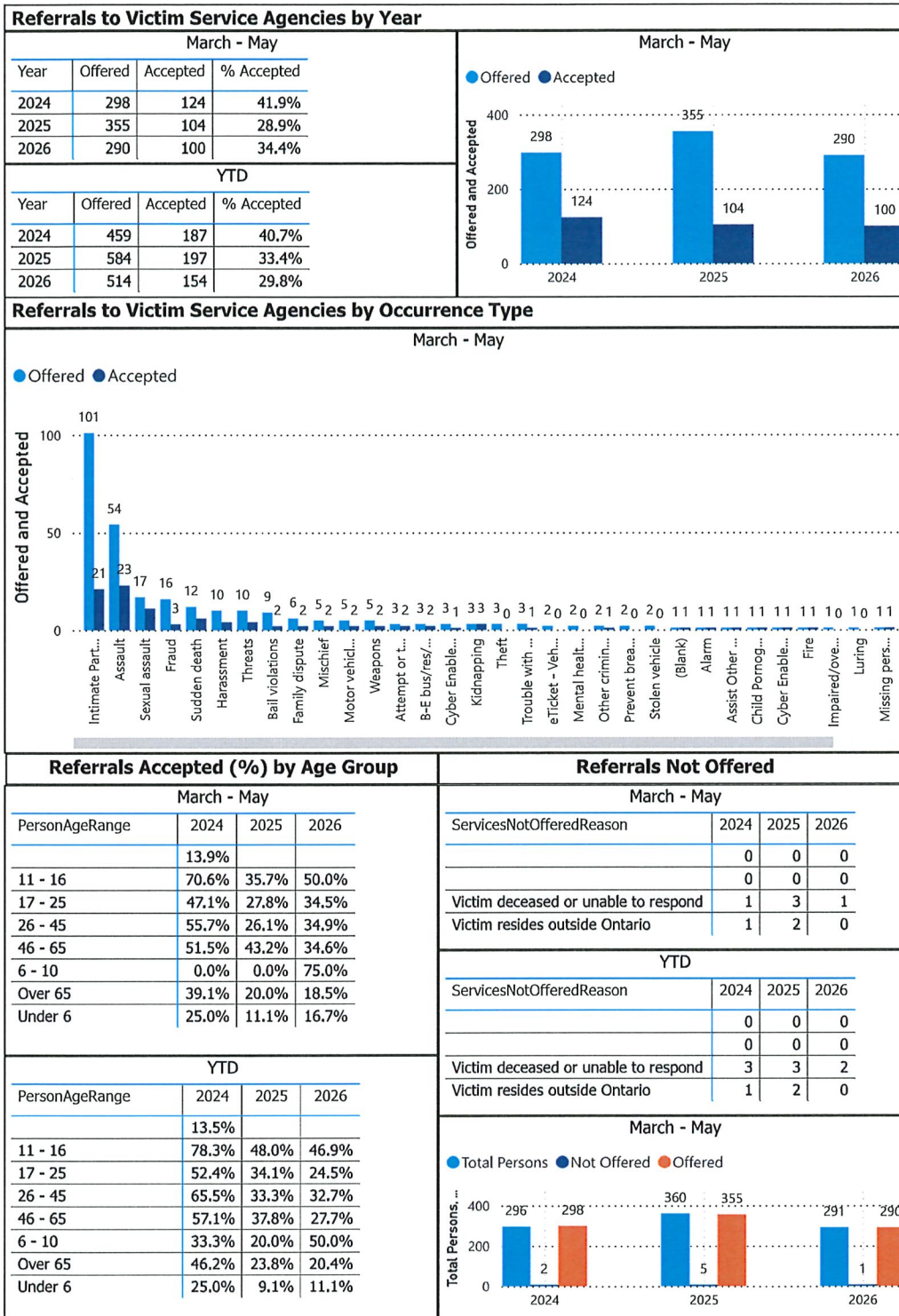
  

Mental Health Act Occurrences by Occurrence Type		
March - May		
Year	2026	
OccurrenceType	Occurrences	Unfounded
^	4	0
Alarm	1	0
Ambulance Assistance	8	0
Assault	3	0
Assist Other Non Police Agency	3	0
Assist Other Police Agency	1	0
Attempt or threat of suicide	16	0
Duplicate occurrence	1	0
eTicket - Vehicle	1	0
Family dispute	5	0
Impaired/over 80	2	0
Intimate Partner Violence	7	0
Mental health act	81	1
Person Well-Being Check	2	0
Phone calls	1	0
Sexual assault	2	0
Suspicious person	1	0
Threats	3	0
Trouble with youth	2	0
<b>Total</b>	<b>144</b>	<b>1</b>

**OPP Detachment Board Report  
Records Management System  
March - May 2026**



**OPP Detachment Board Report  
Records Management System  
March - May 2026**



## **ZONE 6 MEETING MINUTES**

**Date:** April 24, 2026

**Time:** Joint with OACP (~10:00 AM); Zone 6 Business Meeting called to order at 11:08 AM

**Location:** Masonic Center of Elgin, 42703 Fruit Ridge Line, Central Elgin, N5P 3S9

### **1. Call to Order**

Following the conclusion of the joint morning session with the Ontario Association of Chiefs of Police, the Zone 6 business meeting was called to order at 11:08 AM by Jeanine Lassaline-Berglund on behalf of Police Governance Ontario pending election of the new Zone Chair.

### **2. Land Acknowledgement**

A land acknowledgement was provided.

### **3. Attendance**

#### **Present:**

Chatham-Kent Police Service Board

Aylmer Police Service Board

Essex OPP Detachment Board North

Essex OPP Detachment Board South (including Caldwell First Nation representation)

Strathroy-Caradoc Police Service Board

Middlesex County OPP Detachment Board

Town of LaSalle Police Service Board

Middlesex OPP Detachment Board

Elgin OPP Detachment Board

#### **Guests / Resource Attendees:**

Inspectorate of Policing Representatives

Jeanine Lassaline-Berglund, Police Governance Ontario

#### **Regrets:**

Nil recorded

#### **Absent:**

Nil recorded

### **4. Confirmation of Quorum**

It was noted that 13 boards were represented for purposes of the zone attendance record. Quorum was confirmed, with the required minimum of seven boards represented and in

attendance.

## **5. Approval of Agenda**

**Motion:** To approve the agenda as presented.

**Moved by:** Patrick Weaver

**Seconded by:** Chrystal Meloche

**Result:** Carried

## **6. Approval of Previous Minutes (if applicable)**

It was noted that minutes from the previous Zone 6 meeting were not available for circulation or approval. Police Governance Ontario will continue efforts to determine whether any prior records can be located and retained for the Zone's files.

## **7. Election of Zone Officers**

### **Position of Chair**

**Nominations:** Sherry Bondy

**Motion:** To appoint Sherry Bondy as Zone 6 Chair.

**Moved by:** Jim Maudsley

**Seconded by:** Chrystal Meloche

**Result:** Carried

There being no further nominations, Sherry Bondy was declared elected as Zone 6 Chair.

### **Position of Vice Chair**

**Nominations:** Jim Maudsley

**Motion:** To appoint Jim Maudsley as Zone 6 Vice Chair.

**Moved by:** Patrick Weaver

**Seconded by:** Peter Rowe

**Result:** Carried

There being no further nominations, Jim Maudsley was declared elected as Zone 6 Vice Chair.

## **8. Financial Overview**

### **Summary of Discussion:**

Jim Maudsley and Darlene provided a high-level overview of the Zone's current financial position and historical management of Zone funds.

Discussion included:

- the current balance of remaining Zone 6 funds,
- transition of remaining funds into the new Police Governance Ontario financial structure,
- anticipated standardization of zone fee administration and financial reporting moving forward,
- projected annual allocations under the new provincial zone model,

- the need for clearer understanding among members respecting historical use and intended purpose of Zone funds.

A member noted uncertainty regarding what the remaining funds were specifically intended to support. Jim Maudsley provided a preliminary overview and advised that additional financial detail would be provided.

**Decisions / Actions:**

- Jim Maudsley to circulate a more fulsome supplementary financial and governance report following the meeting.
- Police Governance Ontario to continue gathering all available financial information respecting Zone 6 historical balances and records.

**9. Administrative Support and Per Diem Discussion**

**Summary of Discussion:**

Members discussed the future administrative support needs of Zone 6, including preliminary information regarding a potential administrative support candidate and associated compensation expectations.

Discussion included:

- proposed hourly compensation,
- mileage and travel expectations,
- conference attendance costs,
- broader questions regarding consistency with Police Governance Ontario's emerging work on standardization of zone remuneration and honorarium practices.

Members noted that any immediate discussion regarding compensation for a specific candidate may be premature pending broader provincial clarity on zone administrative structures.

Patrick Weaver provided historical context regarding prior administrative support models within Zone 6.

Discussion also focused on:

- legal responsibility and liability for zone operations following implementation of the CSPA,
- Police Governance Ontario's current role in assuming greater oversight of zone structures,
- inability to locate historical bylaws governing zone administration,
- lack of role clarity respecting Chair, Vice Chair, Secretary/Treasurer and administrative support expectations,
- need for clearer governance practices moving forward.

Jeanine Lassaline-Berglund advised that Police Governance

Ontario is actively reviewing:

- qualifications and remuneration models for board administrative and financial support,
- standardized Chair role descriptions,
- future meeting structures,
- consistent reporting practices across all zones.

Jim Maudsley also noted current provincial discussions regarding:

- uniform reporting structures,
- meeting frequency recommendations,
- remuneration inconsistencies across zones,
- board conference budget planning,
- use of virtual approvals and governance implications.

**Key Themes:**

- remuneration of zone members,
- remuneration and staffing of administrative support,
- role clarity and governance accountability,
- future meeting structure and reporting consistency,
- review of bylaws and decision-making practices.

**Decisions / Actions:**

**Motion:** To establish a Zone 6 Governance Review Committee to examine zone governance documents, bylaws, administrative support considerations, and related operational matters.

**Committee Members:**

Sherry Bondy

Peter Rowe

Jim Maudsley

**Moved by:** Patrick Weaver

**Seconded by:** Paul Sweet

**Result:** Carried

Additional Action Items:

- Zone Chair to review administrative support considerations and return recommendations to the Zone.
- Police Governance Ontario to circulate located Zone bylaws and governance records for member review.

**10. PGO Update (JLB on behalf of Lisa)**

**Summary of Update:**

Jeanine Lassaline-Berglund provided an update on behalf of Police Governance Ontario respecting:

- Better Bargaining Outcomes initiative,
- provincial collaboration on policing costs and funding.
- stabilization of staffing, infrastructure and partner relationships,
- expansion of Governance Insights and practical board tools.

- sustained advocacy priorities,
- provincial zone restructuring and standardization,
- launch of the new Police Governance Ontario website and members portal,
- upcoming training, Spring Conference and AGM activities.

**Discussion:**

Members were encouraged to register on the new members portal to ensure access to notices, resources, and future zone materials.

**11. Open Discussion**

**Summary of Discussion:**

Sherry Bondy raised the issue of advocacy relating to bail reform and the need for a more consistent provincial bail notification process arising from discussions with victim services.

Members discussed whether the issue should be addressed solely as a Zone initiative or elevated through the Police Governance Ontario AGM advocacy process.

Patrick Weaver noted that the issue carries broader provincial significance and recommended that it be formally advanced to the AGM.

Peter Rowe seconded the recommendation.

Additional discussion also occurred regarding:

- ongoing sponsorship support to the AGM and Spring Conference,
- whether some Zone funds may be better redirected toward local governance resources and supports if members determine that to be a preferable use of funds.

A majority vote was taken in support of reviewing this issue further; however, the formal mover and seconder for this discussion item were not captured in the meeting notes.

**Key Issues Raised:**

- bail reform advocacy,
- provincial victim notification consistency,
- zone sponsorship contributions,
- strategic use of zone funds.

**Decisions / Actions:**

**Motion:** To advance the proposed advocacy resolution respecting a standardized provincial bail notification system to the Police Governance Ontario AGM for consideration.

**Moved by:** Patrick Weaver

**Seconded by:** Peter Rowe

**Result:** Carried

## 12. Decisions and Resolutions Summary

1. Sherry Bondy appointed Zone 6 Chair.
2. Jim Maudsley appointed Zone 6 Vice Chair.
3. Zone 6 Governance Review Committee established consisting of Sherry Bondy, Peter Rowe and Jim Maudsley.
4. Jim Maudsley to circulate supplementary financial/governance report.
5. Police Governance Ontario to circulate located Zone bylaws/governance records.
6. Zone 6 endorsed advancement of the proposed AGM advocacy resolution respecting a provincial bail notification system.
7. Members agreed to continue review of Zone sponsorship contributions and future use of Zone funds.

## 13. Action Items

Action	Responsible	Timeline
Circulate supplementary financial governance report	Jim Maudsley	Pending
Gather and circulate Zone 6 historical financial information	Police Governance Ontario	Pending
Locate and circulate Zone bylaws and governance records	Police Governance Ontario	Pending
Convene Zone 6 Review Committee and return recommendations	Bondy Rowe Maudsley	Pending
Review administrative support structure and candidate considerations	Zone Chair Review Committee	Pending
Advance AGM advocacy resolution for inclusion in AGM materials	Police Governance Ontario	Prior to AGM circulation

## 14. Adjournment

**Motion:** To adjourn the meeting.

**Moved by:** Patrick Weaver

**Seconded by:** Paul Sweet

**Result:** Carried

The meeting adjourned at 12:40 PM.

March 24, 2026 PGO(OAPSB)

Directors Meeting (Special Meeting Directors Only)

In camera meeting for discussion of HR Committee Report Personnel Review, moving forward with property and staff and funding.

April 9, 2026 PGO (OAPSB)

Zone Committee Meeting

Zone Structure Update:

- a) Zone Administration, discussion appropriate reimbursement for Administrator (Secretary) qualifications for Administrator. Arrange for host of Zone Meetings and Speakers for Meeting (if possible)
- b) Zone Chair position, discussion on remuneration for zone chair, zone chair requirements and qualifications
- c) Zone budgets by September of previous year
- d) Dues for zone, discuss funding requirements for all zones
- e) Discussion on participation at zone meetings and police board communication strategies
- f) PGO to oversee all banking procedures

April 29, 2026 PCO (OAPSB) Directors Meeting (9:30 AM)

- a) Review financial variance report . Discussion 2025 audit RFP for Auditor.
- b) Guest – Morgan Terry and George Armstrong Manager of the Inspection Unit – discussion on response time inspections anti-corruption inspection and data analytics
- c) Chairs report and discussion
- d) Executive director report and discussion
- e) Spring conference review
- f) AGM resolutions reviewed, better bargaining outcome discussed
- g) Discussion on MOU between the PAO, OACP, and the PGO for the Employment Conference
- h) Discussion on strategic planning day (June 3, 2026 following the conference 1:00 Pm to 4 PM)
- i) Zone status committee update
- j) OMERS sponsor council update and considerations
- k) Board compensation committee – discussion on future board size and compensation
- l) Report from the Zones plus the big twelve and OPP
- m) Adjournment at 12:10 PM

April 24, 2026 PGO (OAPSB) Zone 6 Meeting

Held in Central Elgin

Joint session with the Ontario Association Chief of Police

- a) Guest Speaker – Al Almeida Investigative Service Unit ( LCBO / AGCO) major crime support
- b) Inspectorate of Policing report from Morgan Terry (Associate Director of Investigation) and Ron LeClair (Zone 6 Advisor)
- c) OACP – Chief Mark Campbell gave an update
- d) OAPC Executive Director Paul Pedersen gave an update -  
Break and Zone 6 Broke into separate meeting – report attached

PGO Spring Conference - June 1 – 3, 2026

June 1, 2026- Welcoming Remarks Deputy Commissioner, Chris Harkins – Ontario Provincial Police

- Lisa Darling, Executive Director PGO
- Greetings from Ministry of the Solicitor General, Hon. Michael S. Kerzner

Breakout Sessions

- OPP Boards - rules, transparency and accountability
- OPP Boards - understanding your role in community safety
- 

PGO – Annual General Meeting : professionalizing police governance

Greetings from Ontario Premier Doug Ford

Breakout Sessions

- Strategic update: building governance architecture
- 

PGO Board of Directors Meeting

(Appointment of new Board positions)

PGO Welcome Reception and Conference Dinner

June 2, 2026

Opening Ceremony (Niagara Police Service, Color Guard and Pipers)

- From compliance to governance : why the shift is challenging and practice (panel discussion)
- governing the AI era: what police service boards need to know
- governance under pressure : lessons from Peel Police (panel discussion)

Breakout Sessions

- Understanding the OPP – structure roles and the Board's place in the system
- detachment commanders performance evaluation – governance in practice
- using data to inform committee safety and governance decisions

PGO networking reception

June 3, 2026

11:00 AM – moving forward with PGO discussion on funding, office, staffing, etc.(open discussion)

12:30 - PGO Board of Directors Meeting

- Strategic plan (2026, 2029) –
- year at a glance
- Future growth and vision
- Action Plan
- On Boarding as required
- 
- Priority Setting 2026 – 2027
- -Education and training
- Advocacy
- Experience and resources
- Sustainability

Onboarding

- review of organization and policies
- onboarding documents
- expense report
- board policies and bylaws
- budget
- calendar of events

Detachment Board Working group Meeting - Thursday June 4, 2026

OPP strategic management team – Jennifer Catteral, other OPP at the meeting of Laura Dickie and Jack Goldsmith

- Detachment action plan comments should be completed for your detachment board for the end of the year.
- The action plan development review and update is to be presented next week to all the detachment commanders and board chairs.

**Middlesex OPP Detachment Board 2026 YTD Budget-to-Actual  
As of June 1, 2026**

	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Notes of Breakdown</b>	<b>Additional Consideration</b>
<b>Revenues</b>					
Contribution from Municipalities	28,687.00	0.00	28,687.00	Revenues is based on households of the seven participating Municipalities. Refer to Appendix A	Billing for cost sharing will occur in Q1 of 2027.
<b>Expense</b>					
Board Stipend	2,400.00	0.00	2,400.00	\$200 per member x 4 meetings for 2 community members and 1 provincial appointee	None to date.
Mileage for Board Members	1,050.00	0.00	1,050.00	Increase of 5% over the 2025 mileage rate. Mileage is based on the CRA approved mileage rates for 2025, \$0.72/km ( <a href="https://www.canada.ca/en/department-finance/news/2024/12/government-announces-the-2025-automobile-deduction-limits-and-expense-benefit-rates-for-businesses.html">https://www.canada.ca/en/department-finance/news/2024/12/government-announces-the-2025-automobile-deduction-limits-and-expense-benefit-rates-for-businesses.html</a> ). Approximately 1,389 km anticipated for all members.	None to date.
Conferences	8,000.00	0.00	8,000.00	Events include the OAPSB 2026 Conference and AGM which will be held at The Brock Niagara Falls - Fallsview. Member price is estimated at \$875, non-member price is \$1,175. The total budget amount would also include meals and travel. Other conferences to be approved by the Board.	None to date.
OAPSB Membership and Zone 6 Membership	4,900.00	4,531.51	368.49	Estimate based on 2025 costs.	OPP Detachment Board membership \$4,381.51; Zone 6 fees \$150.
Insurance	3,937.00	2,916.00	1,021.00	2026 insurance to September 27. A 5% estimated increase was used for October to December amounts. Insurance Renewal is September each year. Insurance provided by McFarlan Rowlands Insurance Brokers Inc.	Costs entered for January to October.
Miscellaneous	400.00	0.00	400.00	Office supplies and recruitment expenses.	
Middlesex Centre Administrative Costs	8,000.00	0.00	8,000.00	Based on three staff and payroll administration costs.	
<b>Total Expenses</b>	<b>28,687.00</b>	<b>7,447.51</b>	<b>21,239.49</b>		
<b>Net Income/ (Loss)</b>	<b>0.00</b>	<b>(7,447.51)</b>			



**Inspectorate  
of Policing**

**Service d'inspection  
des services policiers**

Office of the Inspector  
General of Policing

777 Bay St.  
7<sup>th</sup> Floor, Suite 701  
Toronto ON M5G 2C8

Bureau de l'inspecteur général  
des services policiers

777, rue Bay  
7<sup>e</sup> 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:** **April 23, 2026**

**SUBJECT:** Inspector General Memo #10: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices Update

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I am writing to provide an update on the province-wide inspection on police integrity and anti-corruption practices that I initiated in February 2026.

This afternoon, I will publicly announce the appointment of the **Honourable William Hourigan** as an inspector under the *Community Safety and Policing Act* to lead this inspection. In this role, Mr. Hourigan has the legal authority to obtain all information required to conduct the inspection, which will proceed in accordance with the Terms of Reference I have established (which are attached to this IG Memorandum).

Mr. Hourigan brings extensive experience in law and public service, having served on the Ontario Court of Appeal and the Ontario Superior Court of Justice, and having led significant independent inquiries and statutory reviews for government, including in the area of policing and police governance. I am grateful he has agreed to carry out this inspection.

In addition to the Terms of Reference, enclosed with this IG Memorandum is a letter from Mr. Hourigan that introduces the inspection, explains its system-focused approach, and outlines how he and his team will engage as the inspection unfolds. In the coming weeks, Mr. Hourigan's team will be in contact to begin this engagement, and further information will be shared as the inspection moves forward.

The appointment of Mr. Hourigan to lead this inspection, and the establishment of the Terms of Reference that will guide the work, represent an important next step in advancing the commitment I outlined in February to maintain public confidence in Ontario's policing system.

I appreciate your cooperation and engagement as this work moves forward.

Sincerely,



*Ryan Teschner*

**Inspector General of Policing of Ontario**

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

Deputy Solicitor General, Community Safety

Encl. Letter to Sector from The Honourable William Hourigan  
Terms of Reference



**Inspectorate  
of Policing**

**Service d'inspection  
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Office of the Inspector  
General of Policing

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## **Terms of Reference for Province-Wide Inspection on Police Integrity and Anti-Corruption Practices**

### **MANDATE**

On February 9, 2026, Ontario's Inspector General of Policing ("**Inspector General**"), Ryan Teschner, announced a province-wide inspection to examine police integrity and anti-corruption practices across Ontario's policing sector. The Inspector General has determined that this sector-wide approach is necessary to identify strengths and opportunities to further fortify Ontario's policing system against corruption and integrity risks. The inspection ("**Inspection**") will consist of several interrelated inspections that will focus on issues within defined areas.

Pursuant to subsection 111(1) of the *Community Safety and Policing Act, 2019*,<sup>1</sup> ("**CSPA**"), the Inspector General has appointed the Honourable William Hourigan as the inspector ("**Inspector**") to conduct this work. With this appointment, Inspector Hourigan possesses all the legal authorities required to conduct this Inspection and will prepare and submit Findings Reports that can lead to the Inspector General issuing legally-binding directions ("**Directions**").

The purpose of the Inspection is to conduct a comprehensive, independent and transparent examination of police integrity and anti-corruption practices within the province's policing and police governance sector. The Inspection will gather evidence: to assess any non-compliance with the CSPA and its regulations; to identify any systemic issues, shortcomings and areas for improvement; and to inform any Direction(s) that the Inspector General may issue to improve the performance of police services and boards in preventing, detecting and responding to corruption.

The Inspection is established in recognition of the fact that: (i) all aspects of policing are conducted on behalf of the public and in the public interest; (ii) effective policing requires public confidence in Ontario's police services; (iii) public confidence is primarily built and maintained by police services and boards, and (iv) the policing system is interconnected and has interdependencies, including the sharing of information between organizations, the movement of personnel from one police service to another, and investigations or other matters that involve multiple police services.

The Inspection will cover all of Ontario's police services and police service boards as defined by the CSPA. The sector-wide Inspection will focus on five defined areas, with the ability to examine additional areas as the need arises during the Inspection:

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<sup>1</sup> *Community Safety and Policing Act, 2019*, S.O. 2019, c.1, Sched. 1.

## **1. Supervision and span of control, including a review of the methods and effectiveness of officer supervision**

- Primary objectives include:
  - Determine how supervisors are trained to identify areas of vulnerability, early warning signs of corruption and performance deficiencies to address issues before they escalate or propagate;
  - Understand how corruption can progress from individual to systemic corruption within police services; and
  - Determine what practices and approaches ensure the appropriate level of risk-management and supervisory engagement, including by examining best practices from other jurisdictions and sectors.

## **2. Screening and vetting of police officers and civilian members both at recruitment and on an ongoing basis**

- Primary objectives include:
  - Define “corruption” and “corruption risks”;
  - Understand the causes or risk factors that create opportunities for corruption at both the recruitment stage and throughout a policing career;
  - Identify proven practices for preventing and detecting corruption; and
  - Identify effective, evidence-based practices for screening new police service members and active members throughout their career, including when progressing into more senior or high-risk roles, for integrity, suitability, and ability to meet service standards, including by examining best practices from other jurisdictions.

## **3. Access to police databases and information systems, including permissions, controls and clearances**

- Primary objectives include:
  - Identify how police database and information systems can be proactively and reactively monitored, including through the use of Information and Information Technology solutions, to prevent misuse and detect early warning signs of corruption or potentially corrupt activity; and
  - Review role-based access permissions to determine effective approaches for applying the principle of least privilege to ensure police service members only have access to information necessary for their current duties, including by examining best practices from other jurisdictions.

## **4. Evidence and property management practices**

- Primary objectives include:
  - Identify best practices for evidence and property management that comply with regulatory requirements and the *Canadian Charter of Rights and Freedoms*;<sup>2</sup>
  - Determine how police services can maintain a process to ensure a rigorous, unbroken chain of custody for all physical and digital evidence from the point of seizure through to final disposition; and
  - Understand how to manage the risks of theft and evidence tampering to implement effective precautionary measures, including by examining best practices from other jurisdictions.

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<sup>2</sup> *Canadian Charter of Rights and Freedoms*, Part I of the *Constitution Act, 1982*, being Schedule B to the *Canada Act 1982* (U.K.), 1982, c. 11.

## 5. Substance abuse and fitness for duty

- Primary objectives include:
  - Understand how police services can identify officers who may be struggling with substance abuse or other wellness issues before these issues affect their fitness for duty;
  - Identify evidence-based criteria for prompting and conducting fitness for duty assessments; and
  - Determine how police services can support members' wellness and rehabilitation while maintaining public trust, including by examining best practices from other jurisdictions.

## **LEGAL FRAMEWORK FOR THIS INSPECTION**

The Inspector General is appointed through Order-in-Council under the CSPA and is mandated to ensure compliance with the CSPA and its regulations through inspections, investigations, monitoring and advisory services.

This Inspection will be conducted pursuant to Ontario's CSPA and shall operate with the full powers, protections, and immunities afforded thereunder.

The Inspector shall carry out the Inspection in accordance with these terms of reference ("**Terms of Reference**"), the Inspector General's direction, the CSPA and its regulations, and all other applicable legislation and regulations.

The Inspector will have all the authorities and powers of an inspector under Part VII of the CSPA and will conduct the Inspection in accordance with all requirements of the CSPA, including the privilege and confidentiality requirements under sections 118 and 119 of the CSPA. Additionally, the Inspection and any Findings Reports generated will comply with the CSPA, its regulations and other applicable legislation, such as the *Freedom of Information and Protection of Privacy Act* ("**FIPPA**").<sup>3</sup>

## **INSPECTION AUTHORITIES, POWERS AND PROCESS**

The Inspector will manage the Inspection in a manner that is efficient, reasonable, and proportionate to fulfil these Terms of Reference, which includes obtaining meaningful information necessary to inform the Inspector in the execution of his duties. The Inspection will be conducted using a combination of the following methods, as appropriate:

- a) review and analysis of policies, procedures, directives, data, reports, and governance frameworks maintained by police services and boards;
- b) interviews and consultations with police chiefs, board members, senior officers, front-line personnel, and other relevant stakeholders, including representatives of police associations;
- c) benchmarking against leading practices in policing and other sectors (where applicable), academic research, and comparable jurisdictions;
- d) site visits and on-site inspections;

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<sup>3</sup> *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, Chapter F. 31.

- e) consultation with individual experts and/or panels of experts as deemed necessary by the Inspector from time to time; and
- f) any other investigative or analytical techniques, including surveys, focus group or innovative engagement approaches, deemed appropriate by the Inspector and consistent with this mandate and relevant authorizations.

In accordance with subsection 111(4) of the CSPA, the Inspector shall not conduct the Inspection for the purpose of determining whether a particular individual's conduct constitutes misconduct under the CSPA. To the extent reasonably possible, activities conducted under the Inspection must not compromise any ongoing police investigation, public prosecution, or misconduct investigation. The Inspector may defer or pause examination of specific matters if the Inspector is satisfied that proceeding would prejudice ongoing or pending criminal investigations, prosecutions, or misconduct investigations. The Inspector may consult with relevant prosecutorial authorities or with the Law Enforcement Complaints Agency regarding any such concerns.

The Inspector will notify the Inspector General if, during the Inspection, they become aware of conduct that may constitute a criminal offence, misconduct, or a matter that otherwise requires notification to the Inspector General pursuant to section 120 of the CSPA. The Inspector General or the Inspector may disclose information obtained as may be required for any law enforcement purpose pursuant to section 119 of the CSPA.

As required by the CSPA, all police services, police services boards and the Ontario Provincial Police shall cooperate fully with the Inspection, including by providing timely and unrestricted access to requested information, records, data, personnel and premises. The Inspector shall notify the Inspector General if the lack of cooperation of an entity or individual involved in the Inspection may affect the Inspector's ability to conduct the Inspection. If the entity or individual identified by the Inspector fails to cooperate with this Inspection within a reasonable time as determined by the Inspector General, the Inspector General may issue such Direction as deemed necessary and as permitted by law to ensure the integrity of the Inspection and the effective fulfilment of these Terms of Reference. For clarity, offences in relation to the conduct of the Inspection pursuant to section 129 of the CSPA apply.

Costs of the Inspection will be borne by the Province of Ontario through the Office of the Inspector General and shall be paid and incurred in accordance with applicable Government of Ontario guidelines and requirements.

The Inspector will provide a financial report on the costs of the Inspection to the Inspector General on an annual basis and as otherwise required, and the Inspector General shall make that information publicly available in the appropriate form.

### **INSPECTION COUNSEL AND STAFF**

The Inspection shall be supported by counsel who may be appointed as inspectors pursuant to subsection 111(1) of the CSPA ("**Inspection Counsel**"). Inspection Counsel shall be responsible for assisting the Inspector in the conduct of the Inspection, including by gathering information, interviewing individuals, engaging experts, and conducting research and analysis. Inspection Counsel shall act at the direction, and on behalf of the Inspector, and shall not act as advocates for any party or special interest.

The Inspection shall be supported by such administrative staff, researchers, investigators, experts, and other personnel as the Inspector considers necessary to carry out the mandate. The Inspector and Inspection Counsel shall have the authority to form retained expert panels as deemed necessary throughout the course of the Inspection to assist in the execution of these Terms of Reference.

## **TIMING AND REPORTING**

The Inspection will be conducted in a timely and thorough manner, reflecting the urgency and importance of the issues under review.

Following the appointment of the Inspector, the Inspector will provide progress updates on the Inspection to the Inspector General at least every six months. The Inspector General shall publish the progress updates on the internet in a manner consistent with applicable legislation, such as the FIPPA. Notwithstanding this timeline, the Inspector, in agreement with the Inspector General, may amend the frequency for which progress updates are provided if the Inspector and Inspector General agree that amending the timeline would better fulfil these Terms of Reference, including the objectives of promoting transparency and public trust.

The Inspector will provide Findings Report(s) to the Inspector General when,

- the Inspector is satisfied that inspection of one of the defined areas under the Inspection is complete and the Findings Report can support the issuing of any Directions by the Inspector General;
- at the conclusion of the entire Inspection; and/or
- at any other time as deemed necessary by the Inspector.

The Inspector General shall independently review all Findings Reports and may, where the report discloses evidence of non-compliance with the CSPA or its regulations, or that an act or omission will likely result in such non-compliance, issue legally-binding Directions to police service(s), police boards(s), and/or chief(s) of police. The Inspector General will publish all Findings Reports and any Directions on the internet, in a manner that complies with the CSPA and its regulations.

## **AMENDMENT OF TERMS OF REFERENCE**

These Terms of Reference may be amended by the Inspector General should such amendment become necessary to clarify the mandate, address unforeseen circumstances, or otherwise ensure the effective operation of the Inspection.

Signed this 23rd day of April, 2026



*Ryan Teschner*  
**Inspector General of Policing  
of the Province of Ontario**

# Hon. William Hourigan

c/o Gowling WLG (Canada) LLP  
1 First Canadian Place, 100 King Street West, Suite 1600  
Toronto, Ontario  
M5X 1G5

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April 23, 2026

Dear Chiefs of Police, Commissioner Carrique and Board Chairs,

I write in my capacity as the Inspector appointed by the Inspector General of Policing, Ryan Teschner, under s. 111 of the *Community Safety and Policing Act, 2019* (“CSPA”) to inform you that I am commencing a sector-wide inspection of police services and police service boards across Ontario, focused on police integrity and anti-corruption.

The purpose of this letter is to introduce the inspection and outline its scope and objectives. A formal inspection notice, including detailed information regarding methodology, timelines, and expectations for participation, will follow in the coming weeks. Enclosed with this letter are the Terms of Reference that have been established by Inspector General Teschner, and which set out the full mandate and parameters of the inspection.

By way of introduction, I have spent decades in the Ontario and Canadian justice system, most recently serving as a Justice of the Court of Appeal for Ontario. During my tenure on the Court of Appeal, I acted as a Commissioner of Inquiry in Ontario and completed an investigation for the Government of Alberta under that province’s *Police Act*.

I am supported by Sandra Barton and Adam Bazak of Gowling WLG, who will serve as my Lead Counsel and Associate Lead Counsel, with support from a small team of Gowling WLG litigators. Ms. Barton and Mr. Bazak will both be appointed as inspectors by the Inspector General under the CSPA. Preston Lim, one of the lawyers who worked with me on the investigation for the Government of Alberta, will also be appointed as an inspector. We will approach this work with rigour, focusing on whether the systems designed to protect police integrity are working as intended, and supporting police officers and civilian members in delivering high-quality services that keep communities across Ontario safe.

## **Purpose and Nature of the Inspection**

I want to emphasize at the outset that this inspection is organizational or institutional in nature and will examine issues of anti-corruption and integrity as it relates to police services and boards as organizational actors within Ontario’s policing system. This inspection is not an investigation into the conduct of any individual officer or civilian member. As intended by Inspector General Teschner, this inspection will be system-focused and forward-looking, designed to strengthen the institutional frameworks that support police integrity across Ontario. The inspection will not

interfere with any existing judicial process and will seek not to duplicate any quasi-judicial or regulatory process.

As part of this inspection, the inspection team will be required to:

1. determine how police services and police service boards are meeting statutory and regulatory expectations through governance, oversight, and operational practices in relation to integrity, accountability, and public trust; and
2. examine how police services and police service boards design, implement, and oversee institutional frameworks and operational practices that support police integrity and mitigate corruption risks.

### **Thematic Areas of the Inspection**

In accordance with the Terms of Reference, the inspection will be organized around five thematic areas, while retaining flexibility to examine additional matters as needed:

1. supervision and span of control, including training and practices that enable early identification and management of integrity risks;
2. screening and vetting of officers and civilian members at recruitment and throughout their careers, including progression into higher-risk roles;
3. access to police databases and information systems, including permissions, controls, monitoring, and application of the principle of least privilege;
4. evidence and property management, including chain-of-custody safeguards and controls; and,
5. substance use and fitness for duty, with an emphasis on early identification, evidence-based assessment, and supports that uphold both public trust and member wellness.

Across these themes, the inspection will consider systemic patterns, governance and oversight arrangements, and the sustainability of practices over time, rather than isolated incidents or individual conduct.

These thematic areas will be assessed with reference to the CSPA and regulations enacted pursuant to the CSPA. The inspection may also draw upon recognized best practices in policing and public-sector integrity.

Our objective is to assess operational and governance practices, identify strengths and risks, and develop evidence-informed observations that support sector-wide improvement and continued public confidence in policing. To that end, the inspection team is currently focused on designing the methodology for our review, and establishing a baseline understanding of existing frameworks, practices, and sector-wide considerations across Ontario and, where useful, other jurisdictions. As you know, following the completion of the inspection, I am required to submit my findings reports

to Inspector General Teschner, so that he can determine whether and what legally-binding directions may be required to address my findings.

### **Cooperation and Engagement**

Your cooperation and engagement will be integral to the effectiveness of this inspection. I recognize that an inspection of this scope will place demands on the time and resources of your service and board. My team and I are committed to conducting this work in a fair, respectful, and collaborative manner, that minimizes disruption to your operations, while ensuring a thorough and credible process. We will work with you to coordinate scheduling and to streamline information requests wherever possible.

### **Next Steps**

In the coming weeks, a member of my team will contact your office to arrange an initial introductory conversation. The purpose of that meeting will be to outline the inspection approach, discuss logistics, and answer any preliminary questions you may have. Following that conversation, you will receive a formal inspection notice setting out:

- the specific scope of engagement for your service;
- the inspection methodology and process;
- timelines and key milestones;
- expectations regarding document production and access; and
- confidentiality and information-handling protocols.

No action is required on your part at this time.

### **Closing**

My team and I are committed to approaching this work in a fair, respectful, and collaborative manner, grounded in statutory authority and the terms established by the Inspector General, and guided by a shared interest in strengthening public confidence in policing in Ontario.

I look forward to working with you and your service throughout this process. Further information will be shared as the inspection methodology and engagement plan are finalized.

Yours sincerely,



The Honourable William Hourigan  
Inspector

**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner Thomas Carrique  
Chairs, Police Service Boards and OPP Detachment  
Boards

**FROM:** Ken Weatherill  
Assistant Deputy Minister  
Public Safety Division

**SUBJECT:** **Police Service Board and OPP Detachment Board  
Members and Elections**

<b>DATE OF ISSUE:</b>	<b>June 11, 2026</b>
<b>CLASSIFICATION:</b>	<b>General Information</b>
<b>RETENTION:</b>	<b>Indefinite</b>
<b>INDEX NO.:</b>	<b>26-0032</b>
<b>PRIORITY:</b>	<b>Normal</b>

All members of a municipal police service board who will be running in the upcoming municipal elections in October 2026 should review [O. Reg. 408/23: Code of Conduct for Police Service Board Members](#).

Likewise, members of an Ontario Provincial Police (OPP) detachment board should review [O. Reg. 409/23: Code of Conduct for O.P.P. Detachment Board Members](#).

The ministry advises that a board member should disclose to the police service board or OPP detachment board their decision to be a candidate in a municipal election as soon as possible. Police service board members appointed by Lieutenant Governor in Council (LGIC) or Minister, as well as OPP detachment board members appointed by the Minister must inform the ministry as soon as possible. Please contact Gita Ramburuth, Appointments Officer, Training Strategy and Development Unit, Public Safety Division at [gita.ramburuth@ontario.ca](mailto:gita.ramburuth@ontario.ca) and [Minister.SOLGEN@ontario.ca](mailto:Minister.SOLGEN@ontario.ca).

Board members who are candidates in the October 2026 municipal election should also consider whether being a candidate creates a conflict of interest as defined in O. Reg. 408/23 and O. Reg. 409/23. "Conflict of interest" is defined as a situation in which the board member's private interests or personal relationships place, or may reasonably be perceived to place, the member in conflict with their duties as a member of the board. If a board member does have a conflict of interest, they must promptly disclose this.

In addition, they must not participate in discussion of or voting with respect to matters at board meetings if they have a conflict of interest in the matter.

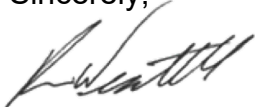
A police service board or OPP detachment board may have its own rules and procedures related to the political activity of its members that should be reviewed. Police service boards and OPP detachment boards may develop rules or procedures pursuant to s. 46 (1) and s. 67 (6) of the [Community Safety and Policing Act, 2019 \(CSPA\)](#).

Should a board member be elected to local office, the board member should consider notifying their police service board or OPP detachment board immediately, to determine next steps. Should a police service board member appointed by LGIC or Minister, or OPP detachment board member appointed by the Minister be elected to local office, the board member must notify the ministry immediately.

Inspector General of Policing (IG), Ryan Teschner, will be issuing an Advisory Bulletin in the coming weeks outlining key statutory obligations for police service board members and OPP detachment board members under the CSPA and its regulations, with a particular focus on board accountability and compliance requirements, as well as other applicable legislation.

Advisory Bulletins constitute the IG's advice pursuant to section 102 (4) of the CSPA and are intended to serve as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. This Advisory Bulletin will be distributed by the Office of the Inspector General.

Sincerely,



Ken Weatherill  
Assistant Deputy Minister  
Public Safety Division

c: Mario Di Tommaso, O.O.M.  
Deputy Solicitor General, Community Safety

Ryan Teschner  
Inspector General of Policing

# Detachment Board Annual Governance Cycle & Workplan Framework For 2026

## 1.0 COVER SHEET

### Purpose

This framework offers a practical calendar-year view of activities that OPP Detachment Boards may find helpful when planning and organizing their governance responsibilities.

### Intended Use

Boards may choose to use this framework as an internal planning aid and reference tool to support their annual work. It can be customized to match local meeting schedules and updated yearly to track completion of key activities.

### Key Pillars

Governance & Oversight | Performance & Accountability | Community Engagement | Transparency & Reporting | Continuity & Succession

### Connection to PGO Resources

This framework complements the guidance and materials available through the PGO Member Portal and *Governance Insights* series. Boards are encouraged to visit these platforms for current examples, templates, and emerging best practices.

### Disclaimer

This document is a voluntary planning aid. It is not a legal or regulatory requirement and does not replace any statutory obligations under the *Community Safety and Policing Act (CSPA)*.

## 2.0 USER GUIDE

### 2.1 How to Use This Framework

1. **Adopt annually:** Boards may choose to confirm or update their annual workplan at the start of each year, using this framework as a reference if helpful.
2. **Customize:** Insert local meeting dates and assign responsibilities.
3. **Track progress:** Boards may find it helpful to note when activities have been addressed to support continuity and transition.
4. **Cross-reference resources:** Consult the PGO Member Portal and *Governance Insights* for complementary tools and examples.
5. **Carry forward:** Administrators may use the transition checklist at year-end to support continuity when board membership or leadership changes.

## 2.2 Meeting Cadence

The CSPA requires a minimum of four board meetings each calendar year. Boards determine their own meeting frequency in accordance with legislation and their procedural by-law. Some boards may choose to meet more frequently or hold informal briefings or working sessions between meetings, depending on their needs and capacity. Boards may find it helpful to meet more frequently or schedule working sessions between meetings to maintain oversight, engagement, and timely decision-making.

This framework illustrates how activities align during a multi-year Local Action Plan cycle, while allowing boards to confirm or refine their annual priorities.

## 2.3 Succession, Orientation & Continuity

Because board membership can change, maintaining continuity is important for effective governance.

Boards should:

- Review the previous year’s outcomes each January.
- Provide board orientation to new members within 60 days of appointment including mandatory training requirements.
- Maintain a continuity binder (digital or physical) with key board governance records, such as bylaws, policies, meeting minutes, training records, performance evaluations and historical reports. Store confidential materials securely. Public-facing documents should be posted to the board website in accordance with the board’s procedural by-law and applicable privacy requirements.
- Ask outgoing administrators and chairs to complete a short transition checklist each December.

## 2.4 Using This Framework with Other PGO Resources

Boards are encouraged to consult the PGO Member Portal and the *Governance Insights* library for practical examples, articles, and templates that align with this annual cycle.

These resources offer additional context, highlight common governance challenges, and provide examples of effective engagement and reporting practices.

## 3.0 ANNUAL GOVERNANCE CYCLE TABLE

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
January (Q1)	Direction & Continuity	– Confirm submission of previous-year DC evaluation to Regional Command (by Jan 30).	Previous Annual Report, DC performance summary, Local	Share a brief annual update with your municipal and community partners to confirm the	Approve annual board workplan; update continuity records.	Carry-forward submission of previous-year evaluation.

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
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		<p>Review last year’s board priorities, decisions, and any items carried forward. Confirm key insights from the DC evaluation for continuity.</p> <ul style="list-style-type: none"> <li>- Share the prepared thank-you and new year message with municipal and community partners, highlighting planned focus areas and acknowledging contributions from the previous year.</li> <li>- Approve board priorities and annual meeting schedule.</li> <li>- Orient new members and confirm training plan.</li> </ul>	Action Plan results.	<p>board’s focus areas for the year and how they align with the Local Action Plan. Boards may choose to use existing channels such as council updates, municipal newsletters, or the board website.</p> <p>Send “Thank-you” communications to partners; schedule year in review public update</p>	<p>Approve the board’s annual workplan (basically this document) and meeting calendar. Update continuity records (binder), including contact list, policy index, minute archive, and outstanding actions carried forward.</p>	
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<b>February – March (Q1)</b>	Planning & Alignment	<ul style="list-style-type: none"> <li>- Confirm or refresh Local Action Plan with DC.</li> <li>- Approve board operating budget estimate for current year.</li> <li>- Identify training / conference participation.</li> </ul>	<p>Confirm the board’s operating budget approved by participating municipalities and review any new requirements or changes that may affect the annual work plan.</p>	<p><b>(Optional)</b> Boards may choose to share updates or hold informal touchpoints with municipal or First Nation partners to support alignment with the Community Safety and Well-Being Plan and ensure awareness of local priorities. Participation and format should reflect local practice and capacity.</p>	<p>Review board bylaws for relevance or amendment needs.</p>	<p>Establish DC objectives and success measures for current year.</p>
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<b>April – June (Q2)</b>	Engagement & Reporting	<p>Receive Q1 operational report from DC and discuss trends.</p> <p>Consider offering a public check-in or communication touchpoint, such as posting a brief update, issuing a community message, or participating in a local meeting, to support transparency and awareness of board priorities.</p>	<p>Operational data, community feedback, incident / traffic trends.</p>	<p>Confirm council reporting expectations and provide the Annual Report in the format preferred by each municipality or band council, whether written submission or delegation.</p>	<p>Ensure website posting of minutes / reports; review communications practices.</p>	<p>Conduct mid-year performance discussion with DC.</p>
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Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
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		<ul style="list-style-type: none"> <li>– complete and approve the Board Annual report (for previous calendar year) for publication and dissemination to (by June 30).</li> <li>– Confirm attendance at PGO Spring Conference.</li> </ul>				
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<b>July – September (Q3)</b>	Review & Risk Management	<ul style="list-style-type: none"> <li>– Develop next-year board operating budget estimates and submit to funding partners(municipalities).</li> <li>– Receive Q2 operational report from DC and discuss trends.</li> <li>Receive updates from the Detachment Commander on community safety themes, local initiatives, and emerging issues that may impact the delivery of the Local Action Plan. Discuss any governance implications and document key observations. Confirm whether any board policy or communication adjustments are appropriate based on information received.</li> <li>– Undertake scheduled policy or bylaw reviews.</li> <li>– Confirm fall training plans.</li> </ul>	Financial data, risk / trend reports, operational updates.	Optional community engagement on emerging safety priorities.	Maintain policy review log and update records.	<p>Follow DC evaluation schedule with ensuring all documentation and information required for evaluation is available. Work collaboratively with your DC through this process</p> <p>Monitor DC progress against objectives; note themes for evaluation.</p>
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<b>October – December (Q4)</b>	Evaluation & Transition	<ul style="list-style-type: none"> <li>– Receive Q3 operational report from DC and discuss trends.</li> <li>–Complete DC year-end evaluation and provide feedback.</li> <li>– Prepare board transition notes and orientation package.</li> <li>– Conduct board self-assessment.</li> </ul>	DC year-end report, self-evaluation findings, community data.	Prepare Thank-you communications to partners; prepare year-end public update in anticipation of results.	Archive records; update continuity binder.	Finalize DC evaluation; prepare submission for Regional Command (by Jan 30).
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Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
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		- Draft next-year priorities based on results and data.				
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### Additional Resources

Boards may find it helpful to refer to the **PGO Member Portal** and **Governance Insights** library for examples, articles, and templates that support effective governance and planning.

### Optional Use Column for Boards Meeting Quarterly

Boards meeting four times per year can group activities by quarter:

1. Q1 – Planning & Alignment
2. Q2 – Engagement & Reporting
3. Q3 – Budget & Risk Review
4. Q4 – Evaluation & Transition

Interim virtual briefings or working sessions may be used to maintain progress between meetings.

## 4.0 APPENDICES

The following appendices provide supporting definitions, examples, and practical checklists to help boards adapt this framework to their local context.

Each appendix can be reproduced or customized by the administrator as needed.

### Appendix A – Glossary of Key Terms

Term	Definition / Description
<b>Administrator</b>	The individual who supports the board with scheduling, agendas, records, and communication. Sometimes referred to in other contexts as a “board secretary”. This role supports governance functions and does not direct police operations.
<b>Annual Report</b>	The public document prepared by the board summarizing policing activities, outcomes, and priorities for the previous year. Must be provided to all municipal councils or band councils served by the detachment by June 30. This document requires both Board and OPP DC submission to be completed. (governance and operations)

<b>Term</b>	<b>Definition / Description</b>
<b>Board Workplan</b>	The approved annual schedule of board meetings, deliverables, and oversight activities. This framework can serve as the foundation for that workplan.
<b>Community Safety and Well-Being (CSWB) Plan</b>	The municipally led plan identifying local safety and well-being priorities. Detachment Commanders should align their Local Action Plan with this document.
<b>Detachment Commander (DC)</b>	The OPP officer responsible for managing operations within a detachment and reporting to the board on priorities, performance, and resource allocation.
<b>Local Action Plan</b>	The operational plan developed by the DC that outlines how local policing objectives and board priorities will be achieved.
<b>Performance Review (DC)</b>	The annual process used by the board to assess the Detachment Commander's leadership and operational results. The completed evaluation is submitted to Regional Command by January 30 of the following year.
<b>Public Engagement</b>	Any intentional activity that seeks input, feedback, or participation from the community to inform policing priorities or improve transparency.
<b>Transition &amp; Orientation</b>	The process of handing over responsibilities, records, and context from outgoing to incoming board members and administrators to ensure continuity.

#### Appendix B – Sample Annual Workplan

*(This sample is generic and can be edited by the administrator to include local meeting dates.)*

<b>Quarter / Month</b>	<b>Meeting Focus</b>	<b>Key Discussion Items</b>	<b>Decisions / Outputs</b>
<b>January (Q1)</b>	Orientation & Priorities	Review previous year's results; approve annual meeting schedule; confirm DC performance submission.	Approved workplan and schedule. Confirm annual board meeting plan, schedule public sessions
<b>March (Q1)</b>	Planning & Budget	Review alignment with the multi-year Local Action Plan and Community Safety and Well-Being Plan and confirm understanding of the board's approved operating budget for the year.	Budget estimate confirmed; DC objectives approved.

<b>Quarter / Month</b>	<b>Meeting Focus</b>	<b>Key Discussion Items</b>	<b>Decisions / Outputs</b>
<b>June (Q2)</b>	Public Reporting	Review Annual Report draft; approve for release; confirm engagement follow-up.	Annual Report approved and published.
<b>September (Q3)</b>	Risk & Policy Review	Review financial trends; assess board resource issues; update policies.	Budget submission finalized; policy updates noted.
<b>December (Q4)</b>	Evaluation & Transition	Complete DC evaluation; conduct board self-assessment; prepare transition notes.	Evaluation submitted; transition checklist completed.

### Appendix C – Administrator Checklist

*(Designed for annual use; can be re-used each year.)*

<b>Area</b>	<b>Task</b>	<b>Timing / Frequency</b>	<b>Status / Notes</b>
<b>Meeting Coordination</b>	Prepare and circulate meeting schedule for the year.	January	
	Confirm quorum and meeting notices in accordance with procedural by-law.	Each meeting	
	Publish agendas and approved minutes to website / public record.	Ongoing	
<b>Records Management</b>	Maintain a continuity file or digital record containing bylaws, policies, minutes, schedules, workplans, and reports.	Ongoing	Internal governance reference
	Store confidential documents, such as performance evaluations and sensitive correspondence, securely.	Ongoing	Not for public posting
	Archive the Annual Report and confirmation of the DC review submission.	Annually	Retain according to board practice and legislative requirements

Area	Task	Timing / Frequency	Status / Notes
	Track statutory deliverables (Annual Report, DC evaluation).	January & June	
	Boards may find it helpful to note key statutory timelines, such as delivery of the Annual Report and the submission of the DC evaluation to Regional Command.	As required (for example, June and January)	For internal planning and continuity, confidential documents stored securely
<b>Reporting &amp; Compliance</b>	Record attendance and training completion for all members.	Ongoing	
<b>Reporting Awareness</b>	Maintain log of board member orientation and ongoing training.	Ongoing	
	Ensure transition checklist is completed by outgoing administrator / chair.	December	
<b>Training &amp; Development</b>			
<b>Transition Preparation</b>			

## Appendix D – Transition & Orientation Checklist

This checklist supports smooth succession for both board members and administrators. It can be appended to meeting minutes in December and reviewed again in January.

<b>Task / Information to Transfer</b>	<b>Responsible Person</b>	<b>Completed (✓)</b>	<b>Notes</b>
Copy of current Procedural By-Law and Code of Conduct.	Outgoing Administrator		
Previous year’s Annual Report and Local Action Plan.	Outgoing Administrator		
Current board meeting schedule and contact list.	Outgoing Administrator		
Outstanding actions from previous workplan or resolutions.	Outgoing Chair		
Record of DC performance review submission (date and outcome).	Outgoing Chair		
List of current policies and policy review schedule.	Administrator		
Log-ins and access to PGO Member Portal / communication channels.	Administrator		
Orientation package provided to new members (within 60 days of appointment).	Administrator		
Confirmation of training requirements for all members and upcoming sessions.	Administrator		
Continuity binder updated and stored in secure location.	Administrator		

## Appendix E – Board Self-Assessment Prompts

*(Optional tool that can be used as part of the boards annual review report, as part of the Q1 recap of the previous year and work to establish priorities for the coming year / term))*

At the end of each year, boards may find it helpful to discuss:

- Did the board fulfill its statutory responsibilities (Annual Report, DC oversight, transparency)?

- Were meetings productive, inclusive, and focused on governance rather than operations?
- Did members receive the training and information needed to make informed decisions?
- How effectively did the board engage the community?
- What priorities or improvements should carry forward into next year's workplan?

Responses to these prompts can inform orientation discussions and future development needs.