



Gananoque Police Services Board

340 Herbert Street
Gananoque, ON K7G 1R1
613-382-4422

A G E N D A

Police Services Board Meeting

Regular

Tuesday, September 15, 2026

5:30 pm

1. Call to order
2. Board Attendance/ Regrets
3. Declaration of Pecuniary interest/Conflict of interest
4. Approval of Agenda of Tuesday, September 15, 2026
5. Additions/Deletions to Agenda
6. Approval of Minutes of Tuesday, July 21, 2026
7. Swearing in – New Member
8. Community Concerns
9. Media Release
- 10.PSB 2026-57 Community Update
- 11.PSB 2026-58 Statistical Report
- 12.PSB 2026-59 Correspondence
- 13.PSB 2026-60 IOP Inspection
- 14.PSB 2026-61 Mayoral Directive 2026-007
- 15.PSB 2026-62 Back Check Update - August

16.PSB 2026-63 IT Usage and Costs

17.Date & Time of Next Meeting

18.Adjournment

Gananoque Police Services Board

July 21, 2026

Regular Minutes

Board Attendance

Christine Milks

Dave Anderson

John Beddows

Chief Rich Swann

Regrets

Matt Harper

Meeting called to order at 17:30 hours.

No Declarations of Pecuniary Interest/Conflict of Interest – none noted.

Motion to accept agenda of July 21, 2026

Moved by: Dave Anderson

Seconded by: John Beddows

All in Favour Carried

Additions/ Deletions – none noted.

Motion to accept the minutes June 16, 2026

Moved by: Dave Anderson

Seconded by: John Beddows

All in favor Carried

Introduction of new Special Constables Sean Kraft and Keira Running. An overview of each Special Constable was provided, and each were presented their Special Constable badge.

Community Concerns – Graffiti on sidewalk – male was arrested and charged. Same person is responsible each time.

#9 Inspectorate of Policing Correspondence received regarding number of tragic line of duty deaths and serious injuries. Sincere condolences to all those affected.

PSB 2026-48 Community Service Update – Overview provided.

PSB 2026-50 Back Check figures provided for the month of June.

PSB 2026-51 Semi Annual Report on CSPA and LECA provided to members.

PSB 2026-52 Statistical Report provided for information.

Special Constables hours up due to training. HTA charges down due to more warnings issued than charges.

Item #14 Ontario Transfer Payment Agreement – YIPI presented as information only.

Item #15 Photo of Special Olympics participants

Items #16 Email received thanking YIPI students for all their hard work with the Ribfest.

Motion to Accept reports:

Moved by: Dave Anderson

Seconded by: John Beddows

All in Favour Carried

Mayor Beddows providing a notice of motion for the September meeting requesting all materials related to his recent suspension from the GPSB be made publicly available.



GANANOQUE POLICE SERVICE

www.gananoquepoliceservice.com

340 Herbert Street, Gananoque, ON K7G 1R1
Phone: 613-382-4422 Fax: 613-382-7167 www.gananoquepoliceservice.com

Traffic Stop Leads to Drug Trafficking Charges and Seizure of Morphine Pills

On August 4, 2026, an officer on patrol conducted a traffic stop on a vehicle displaying an expired licence plate. The driver provided verbal identification but was unable to produce any physical identification. Further investigation determined that the driver's licence was currently suspended.

During the investigation, officers located a significant quantity of illegal drugs inside the vehicle. Approximately 1,300 morphine pills, with an estimated street value of \$12,000, were seized.

A 54-year-old Kingston resident was arrested and charged with:

- Possession of a schedule I substance for the purpose of trafficking (three counts); and
- Operation while prohibited under the *Criminal Code*.

The vehicle was impounded, and the accused was held in custody pending a bail hearing.





Gananoque Police Services Board – PSB-2026-57

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: Community Update

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION PSB-2026-57 Community Update

TACTICS/INDICATORS

- Continue engagement with community members when partaking in foot patrol initiatives
- Maintain adequate levels of foot patrol
- Continue school patrol hours (beginning and end of the regular school day) as requested

BACKGROUND: On June 1, 2021, officers were specifically assigned to participate in directed foot patrol with a focus of our main business core and waterfront area pending emergency calls for service.

SUMMARY: July 2026

- Community Service Occurrences (Sums don't add up as some occ's count in multiple categories) **36**
- Foot Patrol – BIA/School Visits – 30
- School Zone Patrol – 0
- Community Events – 6 (Food Bank FR, Camp Day, Bark Bash, Bermout, Joel Stone Park)

August 2026

- Community Service Occurrences (Sums don't add up as some occ's count in multiple categories)
- Foot Patrol – BIA/School Visits – 29
- School Zone Patrol – 0
- Community Events – 5 (Craft Fair, Cram-a-Cruiser (YIPI), WF Concerts, Fishing w Cops Event)

APPROVAL	
	Rich Swann – Chief of Police
	Christine Milks - Chair

Touch a Truck Event at Daycare – August 18th, 2026



Tape Day Fundraiser – August 1, 2026





Gananoque Police Service

August 12 at 5:00 PM · 🌐

...

The Gananoque Police Service would like to congratulate this year's Youth in Policing Initiative students on a fantastic Cruisin' Against Hunger event!

Thanks to their hard work and the generosity of our community, the event raised \$1,240 in cash donations and 528 lbs of food for the Gananoque & Area Food Bank.

A special thank you to No Frills and Metro for helping make the event possible, and to everyone who donated, stopped by, and supported this great cause.

We're proud of our YIPI participants for giving back to their community and making a difference!

Town of Gananoque The Gananoque and Area Food Bank

#townofgananoque #CruisinAgainstHunger #GananoqueFoodBank #gananoquepoliceservice #youthinpolicing #youthinpolicinginitiative



👮 Kids, Cops & Canadian Tire Fishing Day! 💙💙





Gananoque Police Services Board – PSB-2026-58

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: Statistics Update

Author: Chief Rich Swann

☒ **OPEN SESSION**

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- See attached Statistics Report. Nothing significant to note.

APPROVAL	
	Rich Swann – Chief of Police
	Christine Milks - Chair



Gananoque Police Service

2026 Statistics

TYPES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVRG	TOTAL
Incidents														
	379	364	411	428	496	519	559	490						3646
Community Based Crime Prevention														
Community Service Incidents (patrol/presentations)	36	37	47	44	35	59	30	29						317
Community Patrol														
Foot Patrol by Uniformed Officers-Hours	13	20.5	15	20.5	14.5	19.5	15	13.5						131.5
Patrol by Uniform Officer- Hours														0
Paid Duty Hours (RIDE included)	60	8	6	6	12	0	0	0						92
Court Security/Officer														
Court Officer/Security Hours (S/Cst)	132.5	121.25	150.5	177.75	166.5	479.75	230	248.25						1706.5
Emergency Calls For Service														
Level 0-1- Immediate response	182	164	178	171	173	222	252	217						1559
Level 2 - Expedited response	42	40	37	43	61	67	66	66						422
Level 3 - Non-emergent response	146	153	182	194	247	216	226	203						1567
Level 4 - Alternative response	9	4	14	20	9	12	14	4						86
Youth Crime														
Charges Laid/Youth	0	0	2	7	0	2	0	0						11
Victim Assistance														
Repeat Offenders/DV/In past 12 Months	1	0	0	0	0	0	0	0						1
Incidents With Victim Services offered (domestic)	0	1	0	0	0	0	0	0						1
Criminal Investigations Services														
Criminal Charges Laid by CIB	2	0	5	3	0	1	0	0						11
Criminal Charges Laid by Patrol (includes CDSA)	22	15	36	11	10	28	15	20						157
Use of Force Reports	0	0	0	0	0	0	0	0						0
CIICC	0	0	0	0	0	0	0	0						0



2026 Statistics

TYPES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVRG	TOTAL
Traffic Enforcement														
H.T.A. & related charges (CAIA included)	12	27	37	39	47	16	35	28						241
H.T.A. & related warnings (CAIA included)	19	33	39	46	75	39	52	51						354
By-Law Charges	40	24	30	0	0	0	1	6						101
Personnel Statistics														
Sick Time - uniform hours	24	0	72	48	12	22	72	72						322
Sick Time - short term-uniform hours	0	144	0	368	60	0	0	0						572
WSIB officers	336	336	336	336	336	336	336	336						2688



Gananoque Police Services Board – PSB-2026-59

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: Correspondence

Author: Chief Rich Swann

☒ **OPEN SESSION**

-
- See attached Correspondence.
 - o Letter of Support – RNJ Youth Services
 - o 2 letters of appreciation from other services.

APPROVAL	
	Rich Swann – Chief of Police
	Christine Milks - Chair



GANANOQUE POLICE SERVICE

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340 Herbert Street, Gananoque, ON K7G 1R1
Phone: 613-382-4422 Fax: 613-382-7167 www.gananoquepoliceservice.com

Delivered by email

August 7th, 2026

RE: Letter of Support – RNJ Youth Services – Intersections Program

I am writing to express my support for RNJ Youth Services in their continued delivery of the Intersections Program.

The Gananoque Police have a long-standing, productive and cooperative relationship with RNJ Youth Services. RNJ Youth Services has been a justice partner for years – delivering various diversionary programs to at-risk youth. Included in these programs is Intersections, which is a necessary alternative to their entry to the criminal justice system.

My experience working with RNJ Youth Services has consistently been characterized by strong cooperation and collaboration, with a shared commitment to educating youth and strengthening supports for young people, their families, and the broader community.

As a partner to RNJ Youth Services in relation to the Intersections Program, the Gananoque Police Service is committed to supporting this initiative by helping to facilitate relationships with local at-risk youth, their families and all involved stakeholders.

I would be happy to discuss this further should the need arise.

Sincerely,



Rich Swann

Chief of Police, Gananoque Police Service

t: 613-382-4509 | f: 613-382-7167

e: rswann@gananoquepolice.com | w: gananoquepoliceservice.com

a: 340 Herbert Street, Gananoque, ON, K7G 1R1





HAMILTON POLICE SERVICE

155 King William Street, Hamilton, Ontario Canada L8R 1A7 | 📞 905.546.4925 | 📠 905.546.3892

July 13, 2026

Chief Noonan
Brockville Police Service
2269 Parkdale Avenue
Brockville, ON
K6V 3G9

Chief Noonan,

On March 6, 2025, 16-year-old Faizaan Awan was murdered in the City of Hamilton after the vehicle he was travelling in came under gunfire at a busy intersection during an ongoing conflict between two tow truck companies, placing members of the public at significant risk.

The Hamilton Police Service Homicide Unit launched an extensive investigation that culminated on April 9, 2026, with the arrest of five individuals charged with first-degree murder in relation to Faizaan's death, as well as the attempted murder of two other occupants of the same vehicle.

This outcome was made possible through the exceptional collaboration of policing partners across Ontario. We are grateful for the assistance of S/Sgt. Garvin and his Brockville Police Service team, including D/Cst. Hall, D/Cst. Lafontaine, and seconded D/Cst. Boyles of the Gananoque Police Service, whose immediate response and surveillance support were critical to confirming the accused's location and the successful execution of the operation.

Although your members were part of a broader coordinated effort, their willingness to assist our officers on such short notice was instrumental to the advancement and their contributions were invaluable and directly supported the successful conclusion of this investigation.

On behalf of the Hamilton Police Service, thank you for your continued partnership and for the outstanding service demonstrated by your members throughout this investigation.

Be safe. Be Well.

Frank Bergen
Chief of Police

Ontario
Provincial
Police

Police
provinciale
de l'Ontario



Leeds Detachment

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4109 Cty Rd 29,
Brockville, ON K6V 5V8
Tel: (613) 345-1790
Fax: (613) 345-3202

Détachement Leeds

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August 19, 2026

**Constable Rachel Scanlon
Constable Peter Lorenz**

Gananoque Police Service

Subject: Letter of Recognition

Dear Constable Scanlon and Constable Lorenz,

I am writing to formally recognize and commend both of you for your assistance and professionalism during the response to the double fatal motor vehicle collision that occurred on August 3, 2026.

In the immediate aftermath of this tragic incident, your prompt attendance and willingness to assist members of the Leeds County Detachment were instrumental in the effective management of a highly dynamic and demanding scene. At a time when available resources were limited, your support proved invaluable.

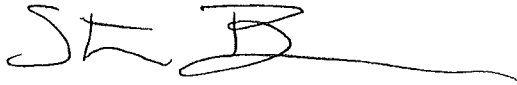
Upon arrival, you assumed critical responsibilities related to traffic management and scene control. Through a systematic and professional approach, you facilitated the safe and orderly removal of numerous vehicles that had become stranded behind the collision scene. Your efforts significantly reduced traffic congestion and allowed motorists to continue their travels in a timely manner, helping to alleviate what was, understandably, a difficult and stressful situation.

Your actions that evening exemplified the highest standards of policing and reflected a commitment to public service that extends beyond organizational boundaries. The professionalism, and teamwork demonstrated by both of you served as a reminder of the strength of the partnership that exists between our respective police services.

On behalf of the members of the Leeds County Detachment, please accept my sincere appreciation for your outstanding support and dedication. Your efforts were deeply valued, greatly appreciated, and contributed directly to the successful management of a tragic and challenging incident.

Thank you for your service and for the professionalism you displayed throughout this occurrence.

Respectfully,

A handwritten signature in black ink, appearing to read 'S. Bosa', with a long horizontal flourish extending to the right.

Inspector Steven Bosa
Detachment Commander
Leeds County Detachment
Ontario Provincial Police



Gananoque Police Services Board – PSB-2026-60

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: IOP Inspection

Author: Chief Rich Swann

☒ **OPEN SESSION**

-
- See attached documents relating to the IOP Inspection on Police Integrity and Corruption
 - o The inspection documents have been completed and submitted.

APPROVAL	Rich Swann – Chief of Police
	Christine Milks - Chair



**Inspectorate
of Policing**

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

**Service d'inspection
des services policiers**

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

Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

Office of the Inspector
The Honourable William Hourigan
contact@ontariopolicinginspection.ca

June 29, 2026

Chief Rich Swann Chair Christine Milks
Gananoque Police Service Gananoque Police Services Board

via email

Dear Chief Swann and Chair Milks:

**Re: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices —
Inspection Notice and Documentary Production Request**

Introduction

I am writing to formally advise you of the commencement of the Province-Wide Inspection on Police Integrity and Anti-Corruption Practices (the "Inspection"). The Inspection has been established by Ontario's Inspector General of Policing pursuant to subsection 111(2) of the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1 (the "CSPA"), and is guided by Terms of Reference issued by the Inspector General. As Inspector, I am supported by an Inspection Team that includes additional inspectors appointed under section 111, legal counsel, academic and subject matter experts, and criminological researchers.

Purpose and Scope

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 purpose is not to investigate whether any individual officer or service member has committed misconduct. Under no conditions will the Inspection make findings of individual liability. Rather, the Inspection's focus is on organizational policies, procedures, governance frameworks, and practices at a systemic level.

The Inspection examines five mandate areas as established in the Terms of Reference:

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

2. Screening and vetting of police officers and civilian members, both at recruitment and on an ongoing basis;
3. Access to police databases and information systems, including permissions, controls, and clearances;
4. Evidence and property management practices; and
5. Substance abuse and fitness for duty.

The scope of the Inspection is province-wide and encompasses all Ontario municipal police services and police service boards, the Ontario Provincial Police, and the Nishnawbe Aski Police Service (collectively, "Regulated Entities"). Relevant Policing Stakeholder organizations — including the Police Association of Ontario, the Toronto Police Association, the Ontario Provincial Police Association, the Ontario Association of Chiefs of Police, the Ontario Senior Officers' Police Association, and Police Governance Ontario — will be consulted.

The Inspection may expand beyond the five areas identified above if the Inspector believes, and the Inspector General approves, the need to examine additional areas based on systemic patterns or issues that become apparent during the Inspection.

Inspection Process

The Inspection will proceed in three phases:

1. **Phase One — Generation:** Development and distribution of this Inspection Notice, documentary production requests, and foundational inspection materials.
2. **Phase Two — Data Gathering and Fieldwork:** Review and analysis of documentary productions; selection and conduct of on-site inspections of a representative sample of Regulated Entities, which would involve interviews with police leadership, service members, and board members; consultations and separate interviews with subject-matter experts and Policing Stakeholders, such as police service associations; and public engagement.
3. **Phase Three — Reporting:** Analysis and synthesis of information gathered to produce a final composite report with findings and recommendations to the Inspector General.

A detailed description of the inspection process, including anticipated timelines, is enclosed as the **Inspection Program Description**.

On-Site Inspections

During Phase Two, a representative sample of Regulated Entities will be selected for on-site inspection. Services will be selected based on objective criteria including organizational size, annual budget, geographic location and demographics, organizational structure, and findings from the documentary production review. The on-site selection criteria are described in detail in the enclosed Inspection Program Description (Section 5). On-site inspections may focus on specific and narrow aspects of the Inspection's work, rather than upon all five mandatory areas.

I wish to emphasize that being selected for on-site inspection does not constitute an adverse finding. In addition to reflecting objective criteria such as organizational size, the sample is designed to be representative of the diverse challenges and experiences across Ontario's policing sector and may include services identified as demonstrating leading practices in one or more mandate areas.

Services selected for on-site inspection will receive advance written notification and will have the opportunity to discuss scheduling with the Inspection Team. The Inspection Team will review the process with the Board and Chief of Police prior to commencing work on-site.

Documentary Production Request

Enclosed with this letter is a Documentary Production Request setting out the documents and information that the Inspection requires from your service. Pursuant to section 115 of the CSPA, the Inspector has the power to require production of any thing, document, or data, in any form, related to the purpose of the Inspection; pursuant to section 116, the Inspector may require a range of persons or entities to respond to reasonable inquiries related to the purpose of the Inspection.

Please produce the requested documents by September 8, 2026. Regulated Entities should feel free to provide documents ahead of that deadline and to upload documents in batches. Should your service require clarification on any specific request, I encourage you to contact the Inspection Team at your earliest convenience to discuss. The Inspection Team intends to take a collaborative approach to documentary production.

Inspection Liaison

I ask that you designate an appropriate member of your service as the **Inspection Liaison** to act as the primary point of contact between your service and the Inspection Team. Please communicate the name and contact details of the designated Inspection Liaison to the Inspection Team by July 10, using the enclosed Liaison Designation Form. Inspection counsel or staff serving on my team will provide instructions on document delivery to the Inspection Liaison.

Confidentiality and Privilege

The Inspection is committed to preserving the confidentiality of all information obtained. Under section 119 of the CSPA, information obtained during the Inspection will only be communicated as required in connection with the administration of the CSPA and its regulations, to counsel, as may be required for law enforcement purposes, with the consent of the person to whom the information relates, or where otherwise required by law.

The Inspection does not require the disclosure of information that would be inadmissible in a court by reason of any privilege under the law of evidence (CSPA, s. 118). Should you have concerns about privilege in relation to any requested document, please raise this with the Inspection Team so that appropriate arrangements can be made.

Collaborative Approach

The Inspection Team recognizes the significant operational demands on Ontario's police services and the dedication of those who serve in them. We intend to approach this Inspection — and

engage with your service — in a collaborative and transparent manner, consistent with the Inspector General's direction and the public interest in ensuring confidence in policing in Ontario.

The Inspection Team will seek to identify and highlight leading practices alongside any areas for improvement. The goal is to produce evidence-based findings that the Inspector General can rely on to inform clear, actionable decisions and, if applicable, directions for police services and boards.

Contact Information

For questions about documentary production, this Inspection Notice, and the inspection process more broadly, please contact:

Lindsey Gray
Head of Stakeholder Relations
lindsey@lindseygray.ca
(437)-228-2108

The alternate contact, should you not be able to reach Lindsey, is:

Adam Bazak
Inspection Counsel
adam.bazak@gowlingwlq.com
(416)-369-7363

Sincerely,



The Honourable William Hourigan
Inspector
Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

Enclosures:

1. Inspection Program Description
2. Documentary Production Request
3. Inspection Liaison Designation Form

Enclosure #1 — INSPECTION PROGRAM DESCRIPTION

Inspection Program Description

Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

1. Overview

The Province-Wide Inspection on Police Integrity and Anti-Corruption Practices (the "Inspection") has been established by Ontario's Inspector General of Policing pursuant to subsection 111(2) of the *Community Safety and Policing Act, 2019* (the "CSPA"). The Inspection is led by the Honourable William Hourigan (the "Inspector"), supported by an Inspection Team consisting of additional inspectors appointed under section 111, legal counsel, academic and subject matter experts, and criminological researchers.

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 purpose is not to investigate whether any individual officer or service member has committed misconduct. Under no conditions will the Inspection make findings of individual liability. Rather, the Inspection's focus is on organizational policies, procedures, governance frameworks, and practices at a systemic level.

The Inspection will produce evidence-based findings. The findings of the Inspector will be provided to the Inspector General, who may rely upon them to determine whether any non-compliance has occurred under the CSPA and, where appropriate, to issue binding directions to Regulated Entities.

The Inspection Team will endeavour to approach the Inspection and engage Regulated Entities and Policing Stakeholders in a collaborative and transparent manner throughout.

This Inspection Program Description is provided to assist Regulated Entities and Policing Stakeholders in understanding the Inspection's anticipated process and milestones.

2. Inspection Scope and Mandate Areas

The scope of the Inspection is determined by the Terms of Reference issued by the Inspector General. The Inspection examines five mandate areas: supervision and span of control, including a review of the methods and effectiveness of officer supervision; screening and vetting of police officers and civilian members, both at recruitment and on an ongoing basis; access to police databases and information systems, including permissions, controls, and clearances; evidence and property management practices; and substance abuse and fitness for duty.

The Inspection is province-wide. All Ontario municipal police services and police service boards, the Ontario Provincial Police, and the Nishnawbe Aski Police Service are within its scope (collectively, "Regulated Entities"). Relevant Policing Stakeholder organizations — including the Police Association of Ontario, the Toronto Police Association, the Ontario Provincial Police Association, the Ontario Association of Chiefs of Police, the Ontario Senior Officers' Police Association, and Police Governance Ontario — will also be consulted (collectively, "Policing Stakeholders").

The scope of the Inspection may be expanded beyond the five mandate areas if the Inspector believes, and the Inspector General approves, the need to examine additional areas based on systemic patterns or issues that become apparent during the Inspection.

3. Inspection Process — Three Phases

The Inspection will proceed in three phases. Although described sequentially, the phases should not be viewed as rigidly compartmentalized. The Inspection Team reserves the right to undertake activities associated with any phase at any time, as deemed necessary by the Inspector.

3.1 Phase One: Generation

Estimated completion: July 2026

Phase One consists of developing and distributing foundational materials to guide the Inspection and ensure a fair, consistent, and objective approach. Key activities include:

- Distribution of this Inspection Notice (including the Documentary Production Request) to Regulated Entities and of analogous materials to Policing Stakeholders;
- Establishment of a public input mechanism (website) for receiving input from members of the public and current or retired members of police services; and
- Development of analytical tools, including the use of AI, to support large-scale document review.

3.2 Phase Two: Data Gathering and Fieldwork

Estimated completion: April 2027

Phase Two consists of receiving, reviewing, and analyzing documentary productions; conducting on-site inspections; and gathering information from Regulated Entities, Policing Stakeholders, and the public. Key activities include:

- **Documentary production review:** Analysis of documents produced by Regulated Entities across the five mandate areas, supported by AI-assisted tools to identify key trends and potential risk areas;
- **On-site inspections:** Selection and conduct of on-site inspections of a representative sample of Regulated Entities (see Section 5 and Section 6 below);
- **Consultation with individuals with practical and relevant experience:** Engagement with key members of Policing Stakeholder organizations and individuals with direct, practical and/or subject-area knowledge;
- **Multi-jurisdictional outreach:** Research into leading practices from comparator jurisdictions; and
- **Public engagement:** Ongoing review of public input (see Section 7 below).

3.3 Phase Three: Reporting

Estimated completion: October 2027

Phase Three consists of analyzing and synthesizing information and evidence gathered during the Inspection to produce a final composite report. The report will present the Inspector's findings to the

Inspector General and will be published in accordance with section 123(3) of the CSPA. See Section 9 below for further details on the reporting process.

4. Documentary Production

4.1 Purpose

The purpose of the initial documentary production request is to:

- Create a sector-wide understanding of the policies, procedures, and governance frameworks currently relied upon by Regulated Entities in relation to the five mandate areas;
- Generate organizational charts and structural information to inform on-site inspection planning; and
- Identify trends, gaps, and potential risk areas for further examination, including for on-site inspection.

4.2 Scope of Requests

The Documentary Production Request (enclosed separately) sets out specific categories of documents requested from your service and/or board. Requests generally consist of:

- Organizational charts and governance structures;
- Policies, procedures, directives, and manuals relating to the five mandate areas;
- Reports, data, and governance documents; and
- Board meeting minutes and related materials (where applicable).

The Inspection is primarily concerned with currently applicable policies and procedures, and governance documents. Where the request specifies historical materials, the relevant time period will be clearly identified.

The Inspection Team may make additional documentary requests as the Inspection progresses.

4.3 Timeline

Regulated Entities are required requested to produce the materials identified in the Documentary Production Request by September 8, 2026.

4.4 Clarification and Assistance

The Inspection Team intends to take a collaborative approach to documentary production. If a Regulated Entity has questions about specific requests or requires clarification on scope, please contact the Inspection Team at the earliest opportunity in writing and no later than August 14, 2026. We will work with you to address reasonable concerns while ensuring the Inspection proceeds in a timely manner.

5. On-Site Inspection Selection Criteria

5.1 Purpose of On-Site Inspections

On-site inspections will be conducted to validate and deepen the Inspection Team's understanding of how policies and procedures are operationalized in practice. On-site examination will enable the Inspection Team to consider the practical application of frameworks identified through documentary review, hear directly from command, senior leaders and membership, as applicable, and observe operational realities that may not be fully captured in written policies. A representative sample of Regulated Entities will be selected for on-site inspection during Phase Two.

5.2 Selection Criteria

To ensure that the Inspection's findings are practical and representative of the diverse challenges and experiences across Ontario's policing sector, police services will be selected based on the following objective criteria:

Structural Factors:

- Number of individuals employed by the organization (service size);
- Annual operating budget;
- Geographic location and demographics served by the organization; and
- Organizational structure (including complexity, divisions, detachments, specialized units, and governance arrangements).

Policy and Risk Factors:

- The existence or absence of policies addressing one or more of the five mandate areas, as identified through analysis of documentary productions;
- Policy risk factors identified during the Inspection – including gaps, deficiencies, or indicators that warrant further examination; and
- Completeness and responsiveness of documentary production.

Representativeness:

- The final sample will include services of varying sizes (large, medium, and small);
- The sample will be drawn from diverse geographic settings (urban, suburban, northern/remote, and rural); and
- The sample will reflect the range of organizational models across Ontario's policing sector.

Leading Practices:

- Services may also be selected where the Inspection's research demonstrates that they are leaders in a particular mandate area and may serve as an exemplar for the sector.

5.3 Selection Process

Selection will be conducted after the initial documentary production review is substantially complete and the Inspection Team has conducted its analysis.

Important: Being selected for on-site inspection does not constitute an adverse finding. The sample is designed to be representative of Ontario's policing sector. Conversely, not being selected does not indicate that a service's policies or practices are considered adequate — the Inspection's findings will be informed by all documentary productions province-wide.

5.4 Notification and Scheduling

Services selected for on-site inspection will receive:

- **Advance written notification** of their selection;
- An opportunity to **discuss scheduling** with the Inspection Team to accommodate operational requirements where possible; and
- A **pre-inspection briefing** — the Inspection Team will review the process with the Board and Chief of Police / Commissioner prior to commencing on-site work.

6. On-Site Inspection — What to Expect

6.1 Pre-Arrival

Prior to on-site work, the Inspection Team will:

- Provide written confirmation of the scheduled dates;
- Identify any additional documents to be produced upon arrival or in advance of the on-site phase;
- Review the inspection process with the Board and Chief of Police / Commissioner; and
- Confirm the identity of the Inspection Liaison.

6.2 On-Site Activities

On-site inspections will generally involve the following:

- **Interviews:** The Inspection Team will conduct interviews with police leadership, a sample of police service members, and individual members and staff of the relevant board. The purpose is to understand different perspectives at varying levels of responsibility regarding the service's existing approach to the five mandate areas. On-site inspections may not necessarily focus upon all five mandate areas and may be organized around a narrow subset of topics. Interviews will be recorded and transcribed for internal purposes only; transcripts will not be published in the Inspector's reports.
- **Document review:** Additional documents may be requested and reviewed on-site to supplement the initial documentary production.
- **Observation:** The Inspection Team may observe relevant operational processes, facilities, or systems (e.g., evidence storage facilities, database access protocols).

For the Ontario Provincial Police, the Inspection Team anticipates visiting several detachments to understand how common policies are applied on the ground across different operational contexts.

6.3 Administrative Requirements

The Inspection Team will require the following administrative support from services selected for on-site inspection:

- Access to police buildings and offices relevant to the Inspection;
- Dedicated office space for the Inspection Team during the on-site period;
- Availability of the Inspection Liaison to coordinate access to information, records, data, and staff; and
- Availability of identified personnel for scheduled interviews.

The Inspection Team will work with the service to minimize operational disruption to the extent possible.

6.4 Conclusion of On-Site Phase

At the conclusion of the on-site phase for each Regulated Entity, the Inspection Team will provide an oral briefing to the Chief of Police / Commissioner and, where appropriate, the Board Chair, summarizing the areas examined. This briefing is procedural in nature and does not constitute a formal finding.

7. Public Engagement

The Inspection will solicit public engagement, notably through the establishment of a:

- **Public input website:** A dedicated website will provide basic information about the Inspection, a link to the Terms of Reference, and a mechanism for members of the public and current or retired members of police services to provide input on systemic matters in a standardized manner. The Inspection Team will regularly review communications received.

8. Legal Framework

8.1 Statutory Authority

The Inspection is established pursuant to subsection 111(2) of the CSPA. All inspectors on the Inspection Team possess the powers of an inspector under Part VII of the CSPA, including:

- **Power to require production** (s. 115(1)): The Inspector may require production of any thing, document, or data, in any form, related to the purpose of the Inspection.
- **Manner and time** (s. 115(4)): Where the Inspection requires production, the person must produce or provide access in the manner and within the time period specified, and must provide any assistance reasonably necessary to understand the materials.
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- **Powers of entry and access** (s. 113): An inspector may, for inspection purposes, enter any place owned or operated by a police service or police service board and access anything relevant to the inspection.

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- As required in connection with the administration of the CSPA and its regulations;
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The Inspection Team intends to conduct this Inspection collaboratively and expects that Regulated Entities will engage with the process constructively. The statutory powers described above will be exercised in a manner consistent with this approach.

The Inspection Team notes that under section 129 of the CSPA, a person who refuses to provide information as required under the CSPA and its regulations may be guilty of the offences and subject to the penalties provided therein. The Inspection Team does not anticipate the need to invoke these provisions and will seek to resolve any concerns through direct communication before considering any enforcement measures.

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The Inspector intends to produce a single composite final report at the conclusion of the Inspection. The Inspector may also issue interim reports on discrete topics if an inspection on a specific matter is concluded prior to the overall Inspection.

Note: The findings of the Inspector will be relied upon by the Inspector General to determine whether any non-compliance has occurred under the CSPA and, where appropriate, to issue binding directions to Regulated Entities. The purpose of the Inspection, however, is not to determine whether any individual has engaged in misconduct. It focuses on systemic issues and sector-wide improvement.

10. Contact Information

For questions about documentary production, this Inspection Notice, and the inspection process more broadly, please contact:

Lindsey Gray
Head of Stakeholder Relations
lindsey@lindseygray.ca

(437)-228-2108

Or, in case you cannot reach Lindsey, then:

Adam Bazak
Inspection Counsel
adam.bazak@gowlingwlg.com
(416)-369-7363

Media inquiries should be directed to the Office of the Inspector General of Policing, to the attention of Nadine Ricketts at Nadine.Ricketts@ontario.ca.

Rhonda Robeson

From: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices
<contact@ontariopolicinginspection.ca>
Sent: Monday, June 29, 2026 7:51 PM
To: Rich Swann; Christine Milks
Subject: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices —
Inspection Notice
Attachments: Inspection Notice Cover Letter - Gananoque Police Service.pdf; Enclosure 2 - Document
Production Schedule.pdf; Enclosure 3 - Liaison Identification Form - Gananoque Police
Service.docx

You don't often get email from contact@ontariopolicinginspection.ca. [Learn why this is important](#)

CAUTION: This email originated outside of Gananoque Police. Do not click links or open
attachments unless you trust the sender.

Good afternoon Chief and Board Chair,

Please find attached the Inspection Notice for the Province-Wide Inspection on Police Integrity and Anti-Corruption Practices, together with the accompanying enclosures:

Enclosure 1 — Inspection Program Description (attached to the Inspection Notice)
Enclosure 2 — Documentary Production Request
Enclosure 3 — Liaison Identification Form

Inspection Notice: The notice sets out the purpose, scope, and process for the inspection.

Inspection Liaison: Please complete and return the enclosed Liaison Identification Form by **July 10, 2026**, designating the individual who will serve as your service's primary point of contact with the Inspection Team.

Documentary Production: Please produce the requested documents by **September 8, 2026**. You are welcome to submit documents in batches ahead of that date. Should you require clarification on any specific request, please contact the Inspection Team at contact@ontariopolicinginspection.ca at your earliest convenience.

We look forward to working collaboratively with your service and board throughout this process.

Sent on behalf of the Honourable William Hourigan
Lead Inspector
Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

Sent on behalf of William Hourigan | Lead Inspector
Province-Wide Inspection on Police Integrity and Anti-Corruption Practices



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of Policing**

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Toronto ON M5G 2C8

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Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

Office of the Inspector
The Honourable William Hourigan
contact@ontariopolicinginspection.ca

June 29, 2026

Chief Rich Swann Chair Christine Milks
Gananoque Police Service Gananoque Police Services Board

via email

Dear Chief Swann and Chair Milks:

**Re: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices —
Inspection Notice and Documentary Production Request**

Introduction

I am writing to formally advise you of the commencement of the Province-Wide Inspection on Police Integrity and Anti-Corruption Practices (the "Inspection"). The Inspection has been established by Ontario's Inspector General of Policing pursuant to subsection 111(2) of the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1 (the "CSPA"), and is guided by Terms of Reference issued by the Inspector General. As Inspector, I am supported by an Inspection Team that includes additional inspectors appointed under section 111, legal counsel, academic and subject matter experts, and criminological researchers.

Purpose and Scope

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 purpose is not to investigate whether any individual officer or service member has committed misconduct. Under no conditions will the Inspection make findings of individual liability. Rather, the Inspection's focus is on organizational policies, procedures, governance frameworks, and practices at a systemic level.

The Inspection examines five mandate areas as established in the Terms of Reference:

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

2. Screening and vetting of police officers and civilian members, both at recruitment and on an ongoing basis;
3. Access to police databases and information systems, including permissions, controls, and clearances;
4. Evidence and property management practices; and
5. Substance abuse and fitness for duty.

The scope of the Inspection is province-wide and encompasses all Ontario municipal police services and police service boards, the Ontario Provincial Police, and the Nishnawbe Aski Police Service (collectively, "Regulated Entities"). Relevant Policing Stakeholder organizations — including the Police Association of Ontario, the Toronto Police Association, the Ontario Provincial Police Association, the Ontario Association of Chiefs of Police, the Ontario Senior Officers' Police Association, and Police Governance Ontario — will be consulted.

The Inspection may expand beyond the five areas identified above if the Inspector believes, and the Inspector General approves, the need to examine additional areas based on systemic patterns or issues that become apparent during the Inspection.

Inspection Process

The Inspection will proceed in three phases:

1. **Phase One — Generation:** Development and distribution of this Inspection Notice, documentary production requests, and foundational inspection materials.
2. **Phase Two — Data Gathering and Fieldwork:** Review and analysis of documentary productions; selection and conduct of on-site inspections of a representative sample of Regulated Entities, which would involve interviews with police leadership, service members, and board members; consultations and separate interviews with subject-matter experts and Policing Stakeholders, such as police service associations; and public engagement.
3. **Phase Three — Reporting:** Analysis and synthesis of information gathered to produce a final composite report with findings and recommendations to the Inspector General.

A detailed description of the inspection process, including anticipated timelines, is enclosed as the **Inspection Program Description**.

On-Site Inspections

During Phase Two, a representative sample of Regulated Entities will be selected for on-site inspection. Services will be selected based on objective criteria including organizational size, annual budget, geographic location and demographics, organizational structure, and findings from the documentary production review. The on-site selection criteria are described in detail in the enclosed Inspection Program Description (Section 5). On-site inspections may focus on specific and narrow aspects of the Inspection's work, rather than upon all five mandatory areas.

I wish to emphasize that being selected for on-site inspection does not constitute an adverse finding. In addition to reflecting objective criteria such as organizational size, the sample is designed to be representative of the diverse challenges and experiences across Ontario's policing sector and may include services identified as demonstrating leading practices in one or more mandate areas.

Services selected for on-site inspection will receive advance written notification and will have the opportunity to discuss scheduling with the Inspection Team. The Inspection Team will review the process with the Board and Chief of Police prior to commencing work on-site.

Documentary Production Request

Enclosed with this letter is a Documentary Production Request setting out the documents and information that the Inspection requires from your service. Pursuant to section 115 of the CSPA, the Inspector has the power to require production of any thing, document, or data, in any form, related to the purpose of the Inspection; pursuant to section 116, the Inspector may require a range of persons or entities to respond to reasonable inquiries related to the purpose of the Inspection.

Please produce the requested documents by September 8, 2026. Regulated Entities should feel free to provide documents ahead of that deadline and to upload documents in batches. Should your service require clarification on any specific request, I encourage you to contact the Inspection Team at your earliest convenience to discuss. The Inspection Team intends to take a collaborative approach to documentary production.

Inspection Liaison

I ask that you designate an appropriate member of your service as the **Inspection Liaison** to act as the primary point of contact between your service and the Inspection Team. Please communicate the name and contact details of the designated Inspection Liaison to the Inspection Team by July 10, using the enclosed Liaison Designation Form. Inspection counsel or staff serving on my team will provide instructions on document delivery to the Inspection Liaison.

Confidentiality and Privilege

The Inspection is committed to preserving the confidentiality of all information obtained. Under section 119 of the CSPA, information obtained during the Inspection will only be communicated as required in connection with the administration of the CSPA and its regulations, to counsel, as may be required for law enforcement purposes, with the consent of the person to whom the information relates, or where otherwise required by law.

The Inspection does not require the disclosure of information that would be inadmissible in a court by reason of any privilege under the law of evidence (CSPA, s. 118). Should you have concerns about privilege in relation to any requested document, please raise this with the Inspection Team so that appropriate arrangements can be made.

Collaborative Approach

The Inspection Team recognizes the significant operational demands on Ontario's police services and the dedication of those who serve in them. We intend to approach this Inspection — and

engage with your service — in a collaborative and transparent manner, consistent with the Inspector General's direction and the public interest in ensuring confidence in policing in Ontario.

The Inspection Team will seek to identify and highlight leading practices alongside any areas for improvement. The goal is to produce evidence-based findings that the Inspector General can rely on to inform clear, actionable decisions and, if applicable, directions for police services and boards.

Contact Information

For questions about documentary production, this Inspection Notice, and the inspection process more broadly, please contact:

Lindsey Gray
Head of Stakeholder Relations
lindsey@lindseygray.ca
(437)-228-2108

The alternate contact, should you not be able to reach Lindsey, is:

Adam Bazak
Inspection Counsel
adam.bazak@gowlingwlq.com
(416)-369-7363

Sincerely,

A handwritten signature in blue ink, appearing to read 'William Hourigan', is positioned below the 'Sincerely,' text.

The Honourable William Hourigan
Inspector
Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

Enclosures:

1. Inspection Program Description
2. Documentary Production Request
3. Inspection Liaison Designation Form

Enclosure #1 — INSPECTION PROGRAM DESCRIPTION

Inspection Program Description

Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

1. Overview

The Province-Wide Inspection on Police Integrity and Anti-Corruption Practices (the "Inspection") has been established by Ontario's Inspector General of Policing pursuant to subsection 111(2) of the *Community Safety and Policing Act, 2019* (the "CSPA"). The Inspection is led by the Honourable William Hourigan (the "Inspector"), supported by an Inspection Team consisting of additional inspectors appointed under section 111, legal counsel, academic and subject matter experts, and criminological researchers.

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 purpose is not to investigate whether any individual officer or service member has committed misconduct. Under no conditions will the Inspection make findings of individual liability. Rather, the Inspection's focus is on organizational policies, procedures, governance frameworks, and practices at a systemic level.

The Inspection will produce evidence-based findings. The findings of the Inspector will be provided to the Inspector General, who may rely upon them to determine whether any non-compliance has occurred under the CSPA and, where appropriate, to issue binding directions to Regulated Entities.

The Inspection Team will endeavour to approach the Inspection and engage Regulated Entities and Policing Stakeholders in a collaborative and transparent manner throughout.

This Inspection Program Description is provided to assist Regulated Entities and Policing Stakeholders in understanding the Inspection's anticipated process and milestones.

2. Inspection Scope and Mandate Areas

The scope of the Inspection is determined by the Terms of Reference issued by the Inspector General. The Inspection examines five mandate areas: supervision and span of control, including a review of the methods and effectiveness of officer supervision; screening and vetting of police officers and civilian members, both at recruitment and on an ongoing basis; access to police databases and information systems, including permissions, controls, and clearances; evidence and property management practices; and substance abuse and fitness for duty.

The Inspection is province-wide. All Ontario municipal police services and police service boards, the Ontario Provincial Police, and the Nishnawbe Aski Police Service are within its scope (collectively, "Regulated Entities"). Relevant Policing Stakeholder organizations — including the Police Association of Ontario, the Toronto Police Association, the Ontario Provincial Police Association, the Ontario Association of Chiefs of Police, the Ontario Senior Officers' Police Association, and Police Governance Ontario — will also be consulted (collectively, "Policing Stakeholders").

The scope of the Inspection may be expanded beyond the five mandate areas if the Inspector believes, and the Inspector General approves, the need to examine additional areas based on systemic patterns or issues that become apparent during the Inspection.

3. Inspection Process — Three Phases

The Inspection will proceed in three phases. Although described sequentially, the phases should not be viewed as rigidly compartmentalized. The Inspection Team reserves the right to undertake activities associated with any phase at any time, as deemed necessary by the Inspector.

3.1 Phase One: Generation

Estimated completion: July 2026

Phase One consists of developing and distributing foundational materials to guide the Inspection and ensure a fair, consistent, and objective approach. Key activities include:

- Distribution of this Inspection Notice (including the Documentary Production Request) to Regulated Entities and of analogous materials to Policing Stakeholders;
- Establishment of a public input mechanism (website) for receiving input from members of the public and current or retired members of police services; and
- Development of analytical tools, including the use of AI, to support large-scale document review.

3.2 Phase Two: Data Gathering and Fieldwork

Estimated completion: April 2027

Phase Two consists of receiving, reviewing, and analyzing documentary productions; conducting on-site inspections; and gathering information from Regulated Entities, Policing Stakeholders, and the public. Key activities include:

- **Documentary production review:** Analysis of documents produced by Regulated Entities across the five mandate areas, supported by AI-assisted tools to identify key trends and potential risk areas;
- **On-site inspections:** Selection and conduct of on-site inspections of a representative sample of Regulated Entities (see Section 5 and Section 6 below);
- **Consultation with individuals with practical and relevant experience:** Engagement with key members of Policing Stakeholder organizations and individuals with direct, practical and/or subject-area knowledge;
- **Multi-jurisdictional outreach:** Research into leading practices from comparator jurisdictions; and
- **Public engagement:** Ongoing review of public input (see Section 7 below).

3.3 Phase Three: Reporting

Estimated completion: October 2027

Phase Three consists of analyzing and synthesizing information and evidence gathered during the Inspection to produce a final composite report. The report will present the Inspector's findings to the

Inspector General and will be published in accordance with section 123(3) of the CSPA. See Section 9 below for further details on the reporting process.

4. Documentary Production

4.1 Purpose

The purpose of the initial documentary production request is to:

- Create a sector-wide understanding of the policies, procedures, and governance frameworks currently relied upon by Regulated Entities in relation to the five mandate areas;
- Generate organizational charts and structural information to inform on-site inspection planning; and
- Identify trends, gaps, and potential risk areas for further examination, including for on-site inspection.

4.2 Scope of Requests

The Documentary Production Request (enclosed separately) sets out specific categories of documents requested from your service and/or board. Requests generally consist of:

- Organizational charts and governance structures;
- Policies, procedures, directives, and manuals relating to the five mandate areas;
- Reports, data, and governance documents; and
- Board meeting minutes and related materials (where applicable).

The Inspection is primarily concerned with currently applicable policies and procedures, and governance documents. Where the request specifies historical materials, the relevant time period will be clearly identified.

The Inspection Team may make additional documentary requests as the Inspection progresses.

4.3 Timeline

Regulated Entities are required requested to produce the materials identified in the Documentary Production Request by September 8, 2026.

4.4 Clarification and Assistance

The Inspection Team intends to take a collaborative approach to documentary production. If a Regulated Entity has questions about specific requests or requires clarification on scope, please contact the Inspection Team at the earliest opportunity in writing and no later than August 14, 2026. We will work with you to address reasonable concerns while ensuring the Inspection proceeds in a timely manner.

5. On-Site Inspection Selection Criteria

5.1 Purpose of On-Site Inspections

On-site inspections will be conducted to validate and deepen the Inspection Team's understanding of how policies and procedures are operationalized in practice. On-site examination will enable the Inspection Team to consider the practical application of frameworks identified through documentary review, hear directly from command, senior leaders and membership, as applicable, and observe operational realities that may not be fully captured in written policies. A representative sample of Regulated Entities will be selected for on-site inspection during Phase Two.

5.2 Selection Criteria

To ensure that the Inspection's findings are practical and representative of the diverse challenges and experiences across Ontario's policing sector, police services will be selected based on the following objective criteria:

Structural Factors:

- Number of individuals employed by the organization (service size);
- Annual operating budget;
- Geographic location and demographics served by the organization; and
- Organizational structure (including complexity, divisions, detachments, specialized units, and governance arrangements).

Policy and Risk Factors:

- The existence or absence of policies addressing one or more of the five mandate areas, as identified through analysis of documentary productions;
- Policy risk factors identified during the Inspection – including gaps, deficiencies, or indicators that warrant further examination; and
- Completeness and responsiveness of documentary production.

Representativeness:

- The final sample will include services of varying sizes (large, medium, and small);
- The sample will be drawn from diverse geographic settings (urban, suburban, northern/remote, and rural); and
- The sample will reflect the range of organizational models across Ontario's policing sector.

Leading Practices:

- Services may also be selected where the Inspection's research demonstrates that they are leaders in a particular mandate area and may serve as an exemplar for the sector.

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Services selected for on-site inspection will receive:

- **Advance written notification** of their selection;
- An opportunity to **discuss scheduling** with the Inspection Team to accommodate operational requirements where possible; and
- A **pre-inspection briefing** — the Inspection Team will review the process with the Board and Chief of Police / Commissioner prior to commencing on-site work.

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6.1 Pre-Arrival

Prior to on-site work, the Inspection Team will:

- Provide written confirmation of the scheduled dates;
- Identify any additional documents to be produced upon arrival or in advance of the on-site phase;
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- Confirm the identity of the Inspection Liaison.

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- Availability of identified personnel for scheduled interviews.

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At the conclusion of the on-site phase for each Regulated Entity, the Inspection Team will provide an oral briefing to the Chief of Police / Commissioner and, where appropriate, the Board Chair, summarizing the areas examined. This briefing is procedural in nature and does not constitute a formal finding.

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The Inspection will solicit public engagement, notably through the establishment of a:

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Or, in case you cannot reach Lindsey, then:

Adam Bazak
Inspection Counsel
adam.bazak@gowlingwlq.com
(416)-369-7363

Media inquiries should be directed to the Office of the Inspector General of Policing, to the attention of Nadine Ricketts at Nadine.Ricketts@ontario.ca.



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Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

Office of the Inspector
The Honourable William Hourigan
contact@ontariopolicinginspection.ca

Inspection Liaison Designation Form

Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

Instructions:

The Gananoque Police Service is requested to designate an appropriate member of the service as the **Inspection Liaison** to act as the primary point of contact between the Gananoque Police Service and the Inspection Team. Please complete this form and return it to the Inspection Team by **July 10, 2026**.

The designated Inspection Liaison should be a member of the service with sufficient authority and organizational knowledge to:

- Coordinate the gathering and production of requested documents;
- Facilitate access to information, records, data, and personnel;
- Communicate with the Inspection Team on scheduling and logistics; and
- Serve as the conduit for questions between the service and the Inspection Team.

If your service is subsequently selected for on-site inspection, the Inspection Liaison will also be expected to coordinate on-site logistics, including staff availability for interviews and access to facilities.

Please return the completed form to: contact@ontariopolicinginspection.ca

Section 1 — Service Information

Name of Regulated Entity:	
Mailing Address:	
City / Town:	

Province:	Ontario
Postal Code:	
Name of Chief of Police and Board Chair, as applicable:	

Section 2 — Designated Inspection Liaison (Primary)

Full Name:	
Rank / Title:	
Unit / Division:	
Office Telephone:	
Mobile Telephone:	
Email Address:	
Preferred Method of Contact:	☐ Email ☐ Telephone ☐ Either

Section 3 — Alternate Inspection Liaison (if applicable)

If the primary Inspection Liaison is unavailable (e.g., leave, secondment), please identify an alternate contact:

Full Name:	
Rank / Title:	
Unit / Division:	
Office Telephone:	
Mobile Telephone:	
Email Address:	

Section 4 — Secure Communications

Given the confidential nature of the materials to be exchanged, the Inspection Team will establish a secure method of electronic communication. Please indicate:

Does the service have a secure file transfer capability (e.g., secure portal, encrypted email)?	☐ Yes — please describe: _____ ☐ No — the Inspection Team will provide a secure method
Does the service have any IT security requirements or restrictions that the Inspection Team should be aware of for data exchange?	☐ No ☐ Yes — please describe: _____

Section 5 — Additional Information (Optional)

Is there anything else the service wishes to communicate to the Inspection Team at this stage?	
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Section 6 — Authorization

By signing below, the Chief of Police, in consultation with the Board Chair, confirms the designation of the above-named individual(s) as the Inspection Liaison and authorizes them to communicate with the Inspection Team on behalf of the service in relation to the Inspection.

Name (print):

Title:

Signature:

Date:

For Inspection Team Use Only

Date Received:	
Received By:	
Acknowledgement Sent to Service:	☐ Yes Date: _____
Entered into Contact Database:	☐ Yes Date: _____
Notes:	

Privacy Notice: The information collected on this form will be used solely for the purposes of administering the Province-Wide Inspection on Police Integrity and Anti-Corruption Practices.



**Inspectorate
of Policing**

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

**Service d'inspection
des services policiers**

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

Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

Office of the Inspector
The Honourable William Hourigan
contact@ontariopolicinginspection.ca

PRIVILEGED & CONFIDENTIAL

DOCUMENT PRODUCTION SCHEDULE

Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

Appendix to the Inspection Notice

Issued pursuant to the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1

June 29, 2026

Instructions and Delivery Legend

Purpose

This Document Production Schedule accompanies the Inspection Notice issued by the Inspector appointed under the *Community Safety and Policing Act, 2019* (the "CSPA") in connection with the Province-Wide Inspection on Police Integrity and Anti-Corruption Practices. The Inspection's working definition of corruption is as follows: officers' use of their role and access as members of the police to accomplish an objective that is personally motivated and without a valid public purpose (i.e. a policing purpose). Integrity, among other things, refers to the absence and robust suppression of corruption. It identifies the specific documents, policies, procedures, records, and data that each Regulated Entity is to provide as part of the initial province-wide information collection. Where historical documents and information have been requested, the exact timeline is specified. The Nishnawbe-Aski Police Service need only produce information generated since the time of its opting-in under the CSPA regime.

Statutory Authority

Under the CSPA, the Inspector General of Policing and any inspector appointed by the Inspector General have the statutory authority to require production of any thing, document, or data, in any form, related to the purpose of the inspection (ss. 115(1), 116(4)). This Document Production Schedule is issued in exercise of that authority. Police services and police service boards are required to comply with this request.

General Instructions

1. All documents are to be provided by **September 8, 2026**. Regulated Entities should feel free to provide documents ahead of that deadline as they become available.
2. Where reference to members is made, this is applicable to sworn and civilian members, inclusive of special constables and auxiliary volunteers.

3. Documents should be provided in their existing format (electronic copies preferred). Where a policy or procedure exists only in hard copy, a scanned copy is acceptable.
4. Where a requested document does not exist, the service should indicate "Not Available" or "Does Not Exist" against the relevant reference number and provide a brief explanation. Please also specify if you have an alternative source of some or all the information contained in the requested document. Not all services will possess every document listed.
5. All aggregate data requests are for anonymized, de-identified data. No individual personnel files, discipline files, or identifiable personal information should be included unless specifically requested.
6. The liaison appointed by each regulatory entity (please see the **Liaison Identification Form**) should contact Adam Bazak (adam.bazak@gowlingwlg.com) and Lindsey Gray (lindsey@lindseygray.ca), who serve on the Inspection Team, to arrange secure transmission of documents. Materials will be handled in accordance with the confidentiality and secrecy obligations under s. 119 of the CSPA. Adam and the Gowling WLG legal team will convey precise instructions on the secure transmission of documents to the identified liaisons. In the meantime, Regulated Entities can start collecting requested documents to prepare for a seamless transmission process.
7. The Inspection Team intends to take a collaborative approach to documentary production. Should Regulated Entities have any questions about the specific documents requested, the technical process for uploading material, or any other comments or concerns, they should get in touch with Lindsey Gray or Adam Bazak.
8. The Inspection Team reserves the right to request additional documents not listed on this Schedule where they are relevant to the Inspection.

Document Production Virtual Town Halls

To assist Regulated Entities in producing requested documents, Inspection Counsel and document specialists will be holding two virtual Town Hall meetings. All Regulated Entities, including their designated liaisons, custodians of records, and/or Information Technology managers are encouraged to attend one of the Town Halls to learn more about the document production process. Attendees will have an opportunity to meet with members of the Inspection Team who will be dealing with document productions and ask them questions.

The virtual Town Hall meetings will be held via Microsoft Teams at the following times:

- July 8, 2026 at 1:00 to 3:00 p.m. EDT; and
- July 16, 2026 at 1:00 to 3:00 p.m. EDT.

To obtain meeting coordinates for the Town Halls, please contact Adam Bazak or Lindsey Gray at the emails provided above.

Recipients

This Schedule is issued to the following categories of Regulated Entities:

- **Police Service Boards** — responsible for producing board-level governance documents (Section 7) and board policies within each mandate area
- **Chiefs of Police** — responsible for producing operational policies, procedures, and data across all sections, excluding Section 7.
- **OPP Commissioner (General Headquarters)** — responsible for producing all organization-wide OPP policies, procedures, and data (see OPP-Specific Guidance below)

OPP-Specific Guidance: For the Ontario Provincial Police, all requests in this Schedule are directed to the Commissioner at General Headquarters. The Commissioner's office is responsible for coordinating the identification and production of relevant materials across the organization. Requests are for organization-wide policies, procedures, and aggregate data — not detachment-specific materials at this stage. If the OPP is selected for on-site inspection during Phase Two, the Inspection Team will coordinate supplementary requests and conduct on-site visits of detachments.

Inspection Standards

Documents will be assessed against the requirements of the CSPA and its regulations, including requirements for adequate and effective policing. This will include assessing policies, procedures, and practices against generally accepted good practices, leading practices, and established management principles relevant to police integrity and anti-corruption — including practices from other Canadian provinces and territories, and from comparable international jurisdictions.

Section 1: Cross-Cutting — Service Profile and Integrity Framework

CSPA Context: CSPA ss. 10, 37, 38, 79; O. Reg. — Adequacy and Effectiveness of Police Services; O. Reg. — Code of Conduct

Ref.	Document / Information Requested	Notes / Guidance
C-1	Current organizational chart(s) showing all units, divisions, and reporting relationships (sworn and civilian)	Full service organizational chart, including placement of Professional Standards unit within the structure For clarity, these charts should identify both filled and vacant positions and, where there are vacant positions, what the actual reporting relationships are
C-2	Service profile data: total sworn members, total civilian members, total auxiliary/volunteer members, authorized strength vs. actual strength (as at date of request)	Regulated Entities do not need to provide this information, as the Inspection Team already has access to recent figures from the Inspector General. Regulated Entities should be aware, however, that the Inspection Team will take this information into account
C-3	Geographic policing model description (divisions, districts, detachments, platoons, zones — as applicable)	Including maps or service area descriptions where available
C-4	Code of conduct / code of ethics (current version)	As found in separate regulations under the CSPA
C-5	Conflict of interest procedures	Chief of Police's implementing procedures relating to conflict-of-interest matters, including financial disclosure, outside employment, business interests, and relationships with persons of interest
C-6	Secondary activities / off-duty employment procedures	Chief of Police's implementing procedures relating to these matters

C-7	Professional Standards Unit: mandate, structure, staffing complement, and operating procedures	Including intake process, triage criteria, investigation procedures, and reporting lines
C-8	Internal reporting / whistleblower / protected disclosure procedures	Chief of Police's implementing procedures relating to these matters, including description of how disclosures are received, tracked, investigated, and protected from reprisal
C-9	Aggregate complaints and discipline data for the preceding 5 calendar years: (a) total complaints by category; (b) complaints related to unauthorized access, evidence tampering/theft, substance abuse, and other corruption-related activity; (c) dispositions — no individual identifiers	Anonymized, aggregate summary only.
C-10	Most recent Annual Report to the Board	
C-11	Most recent Board-approved Strategic Plan and/or Business Plan	
C-12	Anti-corruption or integrity handling procedures: procedures for receiving, assessing, and responding to allegations of corruption or serious breach of trust by sworn members and civilian staff, inclusive of special constables and auxiliary members	May overlap with Professional Standards Unit procedures (C-7); produce separately if a distinct procedures exist
C-13	Mission, Vision, and Values statement	
C-14	Usage statistics and procedures on body-worn cameras	Specifically, the number of body-worn cameras that the service possesses, the statistics on the extent to which front-line officers deploy body-worn cameras, and procedures for audits of body-worn camera videos

Section 2: Topic 1 — Supervision and Span of Control

CSPA Context: CSPA ss. 10, 38(1)(c), 79; O. Reg. — Adequacy and Effectiveness of Police Services (requirements for organizational structure and supervision)

Ref.	Document / Information Requested	Notes / Guidance
1-1	Board policy on organizational structure and/or adequacy of supervision	Board policy establishing or approving the service's organizational structure
1-2	Chief's procedure(s) on supervision, chain of command, and accountability	General orders / directives specifying supervisory responsibilities at each rank level
1-3	Supervisory role descriptions (Sergeant, Staff Sergeant, Superintendent, Chief Superintendent, Inspector, or equivalent ranks)	Duty statements / position descriptions specifying supervisory functions and expectations
1-4	Span-of-control data by major operational function (e.g., patrol, criminal investigations, specialized units): supervisor-to-member ratios	Current data; include sworn and civilian where applicable
1-5	Shift / platoon schedules or deployment models showing supervisory coverage (sample: most recent 3 months)	Including after-hours and weekend supervisory coverage arrangements
1-6	On-call / acting supervisory arrangements (policy or standing order governing coverage when a supervisor is absent)	
1-7	Internal analysis, briefing note, or report used to justify, establish, or review supervisory structure or ratios	If it exists — if not, please indicate N/A
1-8	Performance management / performance appraisal policy and templates (for supervisors evaluating subordinates)	
1-9	Case review / supervisory review mechanisms: policy or procedure requiring supervisors to review subordinate work product (e.g., occurrence reports, use-of-force reports, arrests, searches, warrants)	

1-10	Quality assurance / internal audit processes that detect supervisory gaps or control failures (policy as well as most recent audit report, if any)	
1-11	Training records (aggregate): supervisor-specific training delivered in preceding 24 months (course names, number trained) — no individual identifiers	Including integrity, anti-corruption, or ethics training directed at supervisors
1-12	Training curriculum / materials on supervision, corruption awareness, police integrity, and police ethics for supervisors	Curricula and course outlines; not individual attendance records
1-13	Board meeting minutes — relevant extracts where supervision, organizational structure, or span of control were discussed (preceding 24 months)	Extracts only; full minutes not required
1-14	Profiles of supervisors including years of experience and whether they are in a permanent capacity or acting in a temporary capacity	
1-15	Mandatory triggers for supervisory involvement with respect to a subordinate's conduct (e.g., member runs database checks while off-duty)	
1-16	Documents concerning the receipt, storage and use of confidential informer information (without providing any of the confidential information itself)	
1-17	Aggregate data that address: the suspension of members in the last five years for corruption-related offences; formal discipline of members in the last five years for corruption-related offences; and the application of discipline at the unit level for corruption-related incidents	The Inspection does not seek this information for the purposes of determining whether a specific individual has committed misconduct. Therefore, the information provided should be on a no-names basis. Instead, the Inspection is interested in gaining a systemic appreciation of the Regulated Entity's disciplinary processes and handling of corruption-related matters. Where the same individuals have repeatedly engaged in corruption-related offences or incidents, Regulated Entities should provide non-personalized information that allows the Inspection to understand the prevalence of repeat corruption-related offences and incidents by the same individuals. Specific records that have been

		expunged under section 207 of the CSPA do not need to be provided to the Inspection.
1-18	Procedures concerning the application of police discipline, including how penalty decisions are made (Serious vs. Less Serious, Formal vs. Informal)	

Section 3: Topic 2 — Screening and Vetting

CSPA Context: CSPA ss. 38, 79; O. Reg. — Qualifications for Appointment as a Police Officer; CSPA provisions on appointment, probation, and ongoing fitness for duty

Ref.	Document / Information Requested	Notes / Guidance
2-1	Board policy on recruitment, selection, and appointment of police officers	
2-2	Chief's procedure(s) on the recruitment, background investigation, and selection process for sworn members	Full hiring process from application through to appointment
2-3	Background investigation checklist / criteria (criminal record, credit/financial, open-source/social media, reference, polygraph, psychological, medical, neighbourhood inquiries, risk acceptance and risk mitigation, insider threats)	De-identified template / checklist only — not completed individual files
2-4	Chief's procedure(s) on the recruitment, background investigation and selection process for civilian members	
2-5	Security clearance / reliability status framework: levels of clearance, which positions require which level, assignment and review processes	If the service uses a tiered security clearance model
2-6	Role-risk mapping or sensitivity designation: documentation of how roles are categorized by risk/sensitivity for enhanced vetting (e.g., drug unit, intelligence, organized crime, evidence custodian, IT admin, financial crime)	
2-7	Ongoing / continuous vetting or periodic re-vetting policy (re-screening at defined intervals, upon promotion, upon transfer to sensitive positions)	

2-8	Trigger-based re-vetting protocols: circumstances requiring ad hoc re-vetting (criminal charges, financial distress, security incident, adverse intelligence, association with persons of interest)	
2-9	Self-reporting / continuous disclosure obligations on members (obligation to report criminal charges, financial difficulties, associations with criminal entities, changes in circumstances)	
2-10	Screening / vetting policy specific to promotion and/or seeking transfer (including lateral transfers into sensitive units)	
2-11	Aggregate data: number of re-vetting or enhanced vetting events in preceding 3 calendar years — broken down by: (a) scheduled periodic; (b) trigger-based; (c) transfer/promotion-related — no individual identifiers	
2-12	Internal audit or review of adherence to vetting procedures (audit report, process review, findings)	
2-13	Policy / procedure on vetting or screening of contract staff, seconded personnel, and volunteers with access to police facilities, information, or systems	
2-14	Board meeting minutes — relevant extracts where recruitment, screening, or vetting were discussed (preceding 24 months)	
2-15	All documents outlining the entire recruitment process from start to finish. Add to existing recruitment items: "including risk acceptance and risk mitigation in the hiring process"	
2-16	Screen-out reports identifying why officer or civilian applicants were unsuccessful in the recruitment process in the last five years	
2-17	Training records and curricula for recruiters	Services should indicate if they hire outside staff for recruiting work and background checks. If services do use outside staff for these purposes, services should indicate the precise capacities in which these staff are engaged as well as the qualifications of and screening processes used by these outside staff.

2-18	Documents concerning municipal or regional screening policies for support staff and how these interact with police service policy	
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Section 4: Topic 3 — Access to Police Databases and Information Systems

CSPA Context: CSPA s. 79; CPIC access governance (RCMP); Municipal Freedom of Information and Protection of Privacy Act

For clarity, police database and information systems include not only those systems owned and managed by the police service, but those to which it has access, including the Canadian Police Information Centre (CPIC) and the Ministry of Transportation (MTO) database

Ref.	Document / Information Requested	Notes / Guidance
3-1	Information technology / information security policy (governing policy framework for the service's IT environment)	
3-2	CPIC access governance: CPIC Agency Agreement (or confirmation of agreement); local procedures governing CPIC access, queries, and authorized use	
3-3	Records Management System (RMS) access policy: who has access, role-based access control (RBAC) matrix, permissions governance	Specify system in use (e.g., Niche, Versadex, Axon)
3-4	Principle of least privilege / need-to-know policy: how access levels are determined, assigned, modified, and revoked based on role and operational need	
3-5	User access provisioning and de-provisioning procedure: granting access upon hiring/transfer, revoking upon departure, transfer, suspension, or termination	
3-6	Database query monitoring / audit logging policy: what queries are logged, review frequency, how anomalous or suspicious queries are detected and escalated	
3-7	Unauthorized access / misuse detection and response procedure: how suspicious or unauthorized queries are identified, investigated, and subject to disciplinary action	

3-8	IT solutions used to prevent misuse or detect early warning signs of potentially corrupt activity in relation to police databases (e.g., automated flagging, anomaly detection)	
3-9	Most recent CPIC audit results (conducted by RCMP or internally) and service's response / corrective action plan	
3-10	Aggregate data: (a) authorized users by system (CPIC, RMS, PROS, intelligence databases); (b) access audits conducted in preceding 24 months; (c) unauthorized access incidents in preceding 3 years — no individual identifiers	
3-11	Data breach / privacy breach response plan or procedure	
3-12	Training policy and materials on database usage, authorized access, and consequences of misuse	
3-13	Board meeting minutes — relevant extracts where database access, information security, or privacy were discussed (preceding 24 months)	Extracts only
3-14	Documents concerning the capability to conduct live audits or reverse queries to allow supervisors to see how subordinates have used police database and information systems	
3-15	Professional Standards statistics on misconduct related to corruption and database breaches, including how substantiated misconduct was handled	

Section 5: Topic 4 — Evidence and Property Management

CSPA Context: CSPA s. 79; O. Reg. — Adequacy and Effectiveness (requirements for property/evidence management); Criminal Code (continuity of evidence); Controlled Drugs and Substances Act

Ref.	Document / Information Requested	Notes / Guidance
4-1	Board policy on evidence / property management (if any)	

4-2	Chief's procedure(s) on the seizure, receipt, documentation, storage, continuity, disposition and auditing of evidence and property	Core evidence management general order / directive
4-3	Specialized procedures for high-risk exhibits: controlled substances (narcotics), firearms, cash/currency, biological/DNA exhibits, digital evidence	Separate procedures or sections addressing each category
4-4	Evidence / property management system description: system used (e.g., custom database, paper-based), tracking from intake to final disposition	
4-5	Physical security of evidence / property rooms: access control measures (authorized access list; key/card/biometric controls; CCTV/monitoring; environmental controls)	Policy as well as description of physical controls in place
4-6	Chain of custody policy: mechanisms to ensure an unbroken chain of custody for all physical and digital evidence from seizure through to final disposition	
4-7	Procedures and precautions to prevent or respond to evidence theft and tampering	
4-8	Evidence room audit policy: frequency, scope, methodology, who conducts audits (internal/external), how results are reported to Chief and Board	
4-9	Most recent evidence / property room audit report(s) (preceding 3 calendar years)	
4-10	Inventory reconciliation results: discrepancy, loss, theft, or tampering incident records (aggregate summary for preceding 5 calendar years) - no individual identifiers	Include all corrective action taken
4-11	Disposition / destruction policy and procedures (narcotic destruction protocols, firearm disposal, return of property to owners, unclaimed property)	
4-12	Training on evidence and property management procedures and the law of evidence	

4-13	Board meeting minutes — relevant extracts where evidence/property management were discussed (preceding 24 months)	Extracts only
4-14	Documents with respect to scheduling, staffing, and operational hours for evidence and property management storage facilities	
4-15	All complaints made to Professional Standards where the subject of the complaint was missing property or evidence	
4-16	Documents concerning the modernization of historical files containing property or evidence	

Section 6: Topic 5 — Substance Abuse and Fitness for Duty

CSPA Context: CSPA s. 79; Ontario Human Rights Code (duty to accommodate); Occupational Health and Safety Act; CSPA provisions on fitness for duty and early intervention

Ref.	Document / Information Requested	Notes / Guidance
5-1	Board policy on fitness for duty / substance abuse (if any)	
5-2	Chief's procedure(s) on fitness for duty, including alcohol and drug policies	
5-3	Drug and alcohol testing policy: pre-employment, post-incident, reasonable suspicion, random testing (if any) — including criteria, thresholds, and decision-making authority	
5-4	Supervisor guidance / job aids for recognizing and responding to fitness-for-duty concerns (signs of impairment, escalation process, duty to report, documentation)	Practical tools available to front-line supervisors
5-5	Supervisor training materials / curriculum on fitness-for-duty recognition, intervention, and member wellness	
5-6	Aggregate training data: number of supervisors who received fitness-for-duty / substance awareness training in preceding 24 months — no individual identifiers	

5-7	Employee Assistance Program (EAP) description: provider, services available, how members access, confidentiality framework, utilization data (aggregate, if available)	
5-8	Early intervention program / system description (if any): how the service identifies at-risk members through behavioural indicators, use-of-force patterns, sick time, complaints data, or other metrics	If no formal system exists, indicate "N/A"
5-9	Return-to-duty / return-to-work protocols for members removed from duty or on leave due to substance abuse, addiction, or fitness-for-duty concerns	
5-10	Duty accommodation procedures related to addiction and substance dependency (consistent with Ontario Human Rights Code)	
5-11	Support and rehabilitation services: description of programs available to members beyond EAP (peer support, residential treatment, ongoing support)	
5-12	Aggregate data: (a) fitness-for-duty assessments in preceding 3 years; (b) members removed from duty; (c) members who completed return-to-duty — no individual identifiers	Anonymized summary only
5-13	Comparator analysis, benchmarking study, or external standards used to inform fitness-for-duty approach	If available
5-14	Board meeting minutes — relevant extracts where substance abuse, fitness for duty, or member wellness were discussed (preceding 24 months)	Extracts only
5-15	Documents concerning drug testing or physical testing policies and procedures	
5-16	Data on how many sworn and civilian members make use of support and rehabilitation programs	
5-17	Documents specifically concerning mental health and wellness programs currently in place (distinct from substance abuse programs)	

Section 7: Board-Specific Document Request

CSPA Context: CSPA ss. 37, 38 (board responsibilities and duties); s. 10 (adequate and effective policing); CSPA provisions on board training, governance, and oversight; O. Reg. — Police Service Board Members

Ref.	Document / Information Requested	Notes / Guidance
B-1	Board by-laws, rules of procedure, and governance framework	
B-2	Board policies related to integrity, ethics, anti-corruption, and conflicts of interest — for Board members, service members, and as direction to the Chief of Police	
B-3	Board policies on each of the five inspection domains, to the extent adopted: (a) supervision/organizational structure; (b) recruitment and hiring; (c) information management/privacy/IT security; (d) evidence and property management; (e) fitness for duty/member wellness	Where no policy exists for a domain, indicate "No Board policy adopted"
B-4	Board-approved strategic plan / strategic priorities (current)	
B-5	Reporting and accountability framework: description of regular reports the Board receives from the Chief, including frequency and subject matter	Provide a list / schedule of standing reports
B-6	Sample Board reporting packs / dashboards / briefing notes from the Chief on matters related to the five inspection domains (preceding 24 months — up to 2 samples per domain)	Redacted as necessary for operational sensitivity
B-7	Board meeting minutes — relevant extracts where inspection domains were discussed, or where the Board sought assurance on integrity/anti-corruption matters (preceding 24 months)	Extracts only; full minutes not required
B-8	Board audit committee, governance committee, or equivalent sub-committee materials related to integrity, evidence management, information security, or anti-corruption (if applicable)	
B-9	Board member training records: mandatory training under the CSPA as well as all integrity/ethics/anti-corruption-specific training (aggregate: training name, date, attendees)	As required under CSPA board member training provisions
B-10	Board policy on secondary activities of Board members and service members (financial interests, disclosure, recusal procedures)	

B-11	Board's most recent Annual Report (as required under CSPA s. 37)	
B-12	Board policies on internal reporting / whistleblowers / protected disclosures	
B-13	Board policy or resolution on the handling of corruption allegations involving the Chief of Police or senior officers	

Summary — Document Production Schedule

Section	Description	Ref. Range	Total Items
Section 1	Cross-Cutting — Service Profile and Integrity Framework	C-1 to C-14	14
Section 2	Topic 1 — Supervision and Span of Control	1-1 to 1-18	18
Section 3	Topic 2 — Screening and Vetting	2-1 to 2-18	18
Section 4	Topic 3 — Access to Police Databases and Information Systems	3-1 to 3-15	15
Section 5	Topic 4 — Evidence and Property Management	4-1 to 4-16	16
Section 6	Topic 5 — Substance Abuse and Fitness for Duty	5-1 to 5-17	17
Section 7	Board-Specific Document Request	B-1 to B-13	13
TOTAL			111



Gananoque Police Services Board – PSB-2026-61

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: Mayoral Directive 2026-007

Author: Chief Rich Swann

☒ **OPEN SESSION**

-
- See attached documents relating to the Mayoral Directive 2026-007

APPROVAL	
	Rich Swann – Chief of Police
	Christine Milks - Chair



**Mayoral Directive
Decision Number: 2026-007**

Under Bill 3, the *Strong Mayors, Building Homes Act*, 2022, which amended the *Municipal Act*, 2001, I, John Beddows, Mayor of the Corporation of the Town of Gananoque, have decided as follows:

Planning guidance and supplemental directive to the Treasurer and the CAO on the preparation of the 2027 Operating and Capital Budgets, reflective of the Corporation of the Town of Gananoque's current levels of service and the Asset Management Plan.

Given that budgetary pressures for the 2027 budget will be acute, and will have to factor the tripling of the Corporation's debt via the recently approved \$12.9 million debenture that will add \$11.4 million in interest costs to the projects it will support, and that the \$864 000 per year debt servicing cost for this debenture will require roughly the equivalent of a 7.5% property tax increase to service. This is before any increase in service costs are factored, or the impact of inflation on the cost of municipal service delivery.

As briefed by our Treasurer to Council during discussion on the \$12.9 million debenture, we have also approved \$4.1 million of in-year budget deviations for capital projects which are in addition to the debenture. Our Treasurer was very clear in his assessment that the 2027 budget will present significant capital budget challenges.

The importance of the positive impact of the Province of Ontario's support to Gananoque with two infrastructure grants totalling more than \$12 million over the last three years cannot be overstated. This Provincial support has bought us much needed budget flexibility, and created options which otherwise simply would not exist for the residents of Gananoque.

When I presented the 2026 budget, it included all funding necessary for operations at current service levels, supporting capital infrastructure and equipment to delivery those services, and transfers to capital reserves which Council unanimously approved when it approved the Asset Management Plan. I then briefed that we, Council, had the opportunity to reduce service levels of non-core services and reduce budget pressures. There was no appetite at the Council table to do so.

While the Corporation's reserves might appear to represent a significant number, there is more than \$70 000 000 of spending built into the 10-year capital plan. All of our reserves are dedicated to existing, known and planned future spending requirements. Even with this, and after the tax property tax increases of the last 4 years, we still had to borrow \$12.9 million this year. In other words, while it might look like the Corporation has a healthy reserve, money on hand is not adequate to our known, future capital requirements.

In the face of the pressures resulting from the recent debenture and the in-year deviations and the requirement to fund the Asset Management Plan, we must take all reasonable steps to ensure that tax increases are kept as low as possible. I am therefore issuing the following budget drafting guidance as a Mayoral Directive:

1. The Treasurer will examine methods and options to maximise returns from fiscal reserves, including GIC's and access to the One Plan, and provide best options going forward, including noting any amendments required to enable management of reserves for best outcomes.
2. The CAO will initiate and lead staff level discussions with neighbouring municipalities and explore and conduct a comparative analysis of options to reduce the impact of cost of policing in Gananoque on taxpayers. The choice of method of delivery of police services is a Council question, and completely under the authority of municipal councils. With the permission of the Police Service Board, the Chief of the Gananoque Police Service is to be leveraged as an expert advisor by staff and Council. Options to explore include:
 - entering into an agreement to create a regional police force to create scale and economy in the administration of delivery of police services,
 - OPP contract services – Understanding that there is a significant up-front cost to converting to OPP services, the full cost of conversion is to be provided, including a best estimate of all labour and contract costs and the increased cost of operating the Emergency Services Building without full occupancy. To be factored is a realistic appreciation of the actual cost of OPP services
 - Retain status quo.
 - Concluding report to enable an objective cost-benefit analysis that informs a value proposition to taxpayers by Council.
3. The CAO and Fire Chief, supported by managers, will initiate and lead staff level discussions with neighbouring municipalities to explore economies and savings available at scale through the creation of a regional fire service and reduction of taxpayer costs achievable through economies of scale in the administration and enabling of delivery of fire services.

Note: For background and reference for 2 and 3 above, see:

Found, Adam. *Economies of Scale In Fire and Police Services in Ontario*. IMFG Papers on Municipal Finance and Governance, No. 12, 2012. Monck School of Global Affairs.

https://imfg.org/uploads/215/imfg_no_12_adamfoundonline_jan3.pdf

4. Municipal Property Tax (MAT) is intended to support and enable our vibrant tourism economy. There are significant elements of municipal infrastructure which enable tourism but which are paid for through the property tax levy. Key parts of that infrastructure include our Visitor's Centre, the performance space at Joel Stone Park, the public washrooms at Joel Stone Park and the Customs Dock at Water Street. These capital assets are included in the Asset Management Plan, which is funded from the property tax levy. In order to appropriately fund maintenance, upkeep and eventual replacement of these assets, in the 2027 draft budget 45% of the MAT receipts controlled by the Town will be dedicated to fund the capital requirements of the Visitor's Centre and the Customs Dock at Water Street.

An estimate of the property tax funded labour costs directly related to tourism is to be provided for Council to consider MAT allocations to fund those labour costs to ease pressures on the property tax levy.

5. Replacement of the Lou Jeffries Arena. Having an arena in Gananoque adds to quality of life and provides recreational opportunities that otherwise would not exist locally. It is important to put forward that operation of the Arena requires a significant operating subsidy. After all revenues, in 2026 over \$350 000 just over 3% of the property tax levy, will be used to subsidize the municipal Arena. An additional complication is that there are currently no reserve funds set aside to fund arena replacement.

The Town of Prescott recently replaced their arena at a cost of roughly \$20 million 2025 dollars. The Lou Jeffries Arena is projected to reach end of life by 2046 and \$20 million, compounding at 3% annually, becomes \$36 million over 20 years. While repair and maintenance may extend that timeline, time is money and discussions need to start now, 20 years out, on whether or not to plan to replace the arena at end of life, exploration of alternate methods of delivering the services and recreation currently provided by the Lou Jeffries Arena, and potential for partnerships.

To inform those discussions, the tax levy implications of building reserves to fund 25% of likely replacement cost from reserves will be briefed at budget deliberations.

6. Reduce Parks and Rec Operating Costs. Include cost of planting of trees by top-seeding native species (placing seeds on top, cover with soil without disturbing brown fields) in brown-field locations which are currently grassed and cut but which are not generally in use for recreation. Examples include but are not limited to: most of Steeler's Park between River Street and the Gananoque River (not including the off leash dog park) and the brownfields site at Third and Oak Streets. Reducing lawn maintenance reduces labour costs and wear on equipment. Enhancing municipal tree canopy enables climate resiliency and enhances local ecology.

7. **Municipal Marina.** The municipal marina is an asset owned by all of the taxpayers of Gananoque, and is a “for profit” business. As such, charging slip rental rates below market negatively impacts the capacity of the facility to fund its own capital and operating costs, and has go-forward implications for taxpayers because of undercharging by “leaving money on the table”. Our municipal marina’s location at the gateway to the 1000 Islands provides an enormous location based commercial advantage and creates demand for our slips. In order to deliver best outcomes for all taxpayers, municipal marina slip rental fees that reflect market rates will be built into the 2027 budget. These rates will apply to all slip rentals, regardless of place of residence of the client.

8. **Sale of Municipally Owned Properties.** The sale of properties which don’t provide enough income to amortize operations and capital needs would increase the tax base while at the same time removing them from the Asset Management Plan. Budget and capital reserve and Asset Management Plan implications of sale by public tender of public property are to be provided in the draft budget. Properties for initial consideration in 2027 budget include: Williams Street parking lot, Pine Street Parking lot and water access. Council to be advised on any existing restrictions on disposal of municipal properties, including parklands, due to existing easements, conditions or agreements to inform an understanding of monetization opportunities.

9. **Amend Physician Attraction Program** to create a bursary in exchange for service. The Town’s approach to physician attraction and retention has, to date, been reactive. The City of Cornwall has had great success with anchoring primary care service providers via a bursary program which funds medical students and residents in exchange for a defined period of service in the community. It is time to anticipate requirements and pre-empt short falls in primary care capacity with the predictable arrival of practitioners. Cost of creation of a bursary stream for one physician to be built into the draft budget at \$25 000 per year. Link to City of Cornwall program here: <https://www.cornwall.ca/en/build-invest/business-supports/medical-recruitment-and-scholarships/>

10. **Draft Budget Structure – Core and Discretionary Services.** Core services are the ones the Corporation must provide, and core services along with mandated service levels are specified in Provincial Acts, Statutes, Ontario Regulations such as the Municipal Act and the Community Safety and Policing Act (CSPA). All other services are discretionary, and while many inform and enhance the experience of living in our Town, in the current fiscal situation property tax levy dollars that fund discretionary services are not available to fund core services or service repayment of municipal debentures.

CAO and managers are to identify in the draft budget which services, and which service levels provided by the Town of Gananoque are core & discretionary. The cost implications to the property tax levy of discretionary services and service levels is to be identified in dollar amounts (operations and capital budgets) to inform

deliberate decisions about retaining services and service levels and the impact of reductions to reduce pressure on the property tax levy.

11. Community Grant budget is to reflect 5% of anticipated OLG revenues in 2027, including funding for waterfront concerts. Any decision to increase the Community Grant budget by increasing property taxes must be initiated by Council.

12. Draft Budget Operations, Capital and Asset Management Plan Funding. The 2027 draft budget will include all operations and capital expenditures required to support current service levels and to fund the Asset Management Plan at the levels unanimously approved by Council when it adopted the Asset Management Plan in 2025.

Note: While the Asset Management Plan is a living document, this relates specifically to Council's authority to add or remove assets and thereby alter the funding requirements of the Plan. It does not imply that it is acceptable to underfund the Plan without removing assets and obligations from the Plan.

The purpose of this directive is to set conditions, to the greatest degree possible, for mitigation of general tax and levy increases in 2027. User fees may increase, but given the pressures of the \$12.9 million debenture and the \$4.1 million in in-year budget deviations for capital projects, Mayor and Council must consider any and all options with potential to relieve fiscal pressures on our residents and businesses must be on the table.

Dated this 21st day of August, 2026.



John S. Beddows, Mayor



Report Council – CAO-2026-12

Date: September 2, 2026

☐ **IN CAMERA**

Subject: Mayoral Directive 2026-007 2027 Budget Directives – Ontario Provincial Police (OPP) Costing Estimate

Author: Melanie Kirkby, CAO

☒ **OPEN COUNCIL**

RECOMMENDATION:

BE IT RESOLVED THAT THE COUNCIL OF THE TOWN OF GANANOQUE REQUESTS FROM THE ONTARIO PROVINCIAL POLICE (OPP) A COSTING ESTIMATE REPORT, AS PER MAYORAL DIRECTIVE 2026-007, 2027 BUDGET DIRECTIVES, AND AS PRESENTED IN REPORT COUNCIL-CAO-2026-12.

STRATEGIC PLAN COMMENTS:

Priority -1. Provide Quality Core Services and Infrastructure

Strategy - 1) Review, prioritize and deliver core services based on responsible and viable service levels.

Priority - 2 - Champion a Strong and Sustainable Local Economy

Strategy - 2 - Invest in tourism development, employment and industry growth to bolster long term economic resilience.

Strategy - 3 Improve the conditions and opportunities for planned, responsible housing.

BACKGROUND:

On August 21st, 2025, Mayor Beddows issued Mayoral Directive 2026-007 -Planning guidance and supplemental directive to the Treasurer and the CAO on the preparation of the 2027 Operating and Capital Budgets, reflective of the Corporation of the Town of Gananoque's current levels of service and the Asset Management Plan.

Section 2. The CAO will initiate and lead staff level discussions with neighbouring municipalities and explore and conduct a comparative analysis of options to reduce the impact of cost of policing in Gananoque on taxpayers. The choice of method of delivery of police services is a Council question, and completely under the authority of municipal councils. With the permission of the Police Service Board, the Chief of the Gananoque Police Service is to be leveraged as an expert advisor by staff and Council.

Options to explore include:

- Entering into an agreement to create a regional police force to create scale and economy in the administration of delivery of police services,
- OPP contract services - Understanding that there is a significant upfront cost to converting to OPP services, the full cost of conversion is to be provided, including a best estimate of all labour and contract costs and the increased cost of operating the Emergency Services Building without full occupancy. To be factored is a realistic appreciation of the
- Actual cost of OPP services
- Retain status quo.
- Concluding report to enable an objective cost-benefit analysis that informs a value proposition to taxpayers by Council.

INFORMATION/DISCUSSION:

As indicated by Gananoque Police Chief Rich Swann, in order to request an OPP cost estimate for service, Council would need to pass a motion requesting the estimate from the Ontario Provincial Police (OPP).

APPLICABLE POLICY/LEGISLATION:

Community Safety and Policing Act 2019

FINANCIAL CONSIDERATIONS:

As described.

CONSULTATIONS:

Police Chief, Rich Swann

ATTACHMENTS:

N/A

APPROVAL	Melanie Kirkby, CAO Certifies that unless otherwise provided for in this report the funds are contained within the approved Budgets and that the financial transactions follow Council's own policies and guidelines and the <i>Municipal Act</i> and regulations.
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GANANOQUE POLICE SERVICE

www.gananoquepoliceservice.com

340 Herbert Street, Gananoque, ON K7G 1R1
Phone: 613-382-4422 Fax: 613-382-7167 www.gananoquepoliceservice.com

August 24, 2026

RE: Mayoral Directive

Decision Number: 2026-007

I am writing in response to Mayoral Directive 2026-007, specifically item 2, which directs the CAO to initiate and lead discussions with neighbouring municipalities and the OPP regarding a comparative cost analysis of policing services.

I understand that policing costs represent a significant burden on the tax base and that, with technological advancements, collective bargaining settlements, and the numerous requirements imposed under the Community Safety and Policing Act, 2019 (CSPA), these costs are likely to continue to increase. While I support exploring opportunities to reduce policing costs, I believe the direction provided under the Mayoral Directive is problematic for several reasons.

1. Regional Police Service

The concept of a regional police service has merit and warrants consideration. However, reaching the point of meaningful discussions regarding regionalization would require significant planning, coordination, budgeting, and negotiation among the participating municipalities.

This would be an extremely labour-intensive undertaking requiring considerable staff resources, not only from the Town of Gananoque, but also from each municipality that may ultimately participate in a regional service. While it may be reasonable for the Town to direct its own staff to undertake preliminary work, it is unrealistic to expect other municipalities to commit comparable resources solely for the purpose of developing a cost-benefit analysis.

More importantly, an exercise of this nature is unlikely to produce the level of detailed and reliable information necessary for Council to make an informed decision regarding the financial implications of regionalizing policing services.



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2. OPP Costing and Policing Resource Plan

The Ontario Provincial Police (OPP) has established criteria governing when and under what circumstances it will undertake a costing for municipal policing services. The Solicitor General also has a role in this process.

An OPP policing resource plan is not simply a costing that can be requested for the purposes of a general cost-benefit analysis. The process requires a formal municipal request, supported by a Council motion, and the OPP determines whether it will proceed with the preparation of the resource plan, which requires considerable resources.

Accordingly, I have concerns that the process contemplated by the Mayoral Directive will not result in an accurate or reliable comparison between the current policing model, a potential regional police service, and policing provided by the OPP.

While I recognize that the intent of the Mayoral Directive is to provide Council with sufficient information to make an informed decision about the future delivery and cost of policing services, I believe the methodology directed to the CAO is unlikely to achieve that objective.

Consequently, any decision based on that analysis risks being short-sighted and lacking the necessary substance to support a long-term decision regarding the delivery of policing services.

Kindly submitted for your consideration.



Rich Swann

Chief of Police, Gananoque Police Service

t: 613-382-4509 | f: 613-382-7167

e: rswann@gananoquepolice.com | w: gananoquepoliceservice.com

a: 340 Herbert Street, Gananoque, ON, K7G 1R1





Gananoque Police Services Board – PSB-2026-62

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: Backcheck Update - August

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION PSB-2026-62 Backcheck Revenue Report

See attached Backcheck Revenue Report for August 2026.

APPROVAL	 Rich Swann – Chief of Police
	 Christine Milks - Chair

BackCheck

	2019	2020	2021	2022	2023	2024	2025	2026
January	\$45,730	\$53,186	\$36,821	\$47,965	\$62,045	\$72,093	\$80,407	\$69,663
February	\$47,341	\$47,406	\$44,385	\$53,014	\$58,704	\$81,795	\$74,113	\$72,158
March	\$55,169	\$45,171	\$56,156	\$64,305	\$74,159	\$85,436	\$82,888	\$84,320
April	\$74,185	\$42,075	\$54,896	\$74,011	\$71,892	\$92,343	\$83,714	\$80,452
May	\$67,222	\$36,208	\$49,838	\$79,152	\$67,172	\$94,874	\$71,432	\$74,098
June	\$53,667	\$30,107	\$46,719	\$84,416	\$62,073	\$85,725	\$76,093	\$75,357
July	\$51,163	\$40,771	\$47,868	\$69,824	\$52,610	\$82,285	\$83,238	\$70,814
August	\$50,579	\$48,247	\$59,018	\$87,944	\$48,832	\$80,995	\$79,860	\$69,785
September	\$55,639	\$50,607	\$73,230	\$90,915	\$50,681	\$81,786	\$82,529	
October	\$57,768	\$54,054	\$68,613	\$71,833	\$45,902	\$90,322	\$78,118	
November	\$54,249	\$46,635	\$68,239	\$67,756	\$48,062	\$80,424	\$61,780	
December	\$42,580	\$32,711	\$52,110	\$46,281	\$47,087	\$65,473	\$62,780	
	\$655,292	\$529,198	\$657,893	\$837,415	\$689,218	\$993,550	\$916,948	\$596,645



Gananoque Police Services Board – PSB-2026-63

Date: September 15th, 2026

☐ **IN CAMERA**

Subject: IT Usage and Costs

Author: Chief Rich Swann

☒ **OPEN SESSION**

RECOMMENDATION:

BE IT RESOLVED THAT THE GANANOQUE POLICE SERVICES BOARD RECEIVES FOR INFORMATION PSB-2026-63 IUT Usage and Costs Report for Treasury.

- See attached correspondence.

APPROVAL	_____ Rich Swann – Chief of Police
	_____ Christine Milks - Chair

From: John Morrison
To: Rich Swann
Cc: Christine Milks
Subject: IT Usage and Costs / Reserve Account Balances
Date: June 24, 2026 9:30:51 AM
Attachments: image003.png
image004.png
image005.png
image007.png
image002.png

CAUTION: This email originated outside of Gananoque Police. Do not click links or open attachments unless you trust the sender.

Hi Rich

The purpose of the request arising from the Council motion is to better understand each department's current IT environment and related costs. We are not only looking for software costs but also trying to understand the broader local infrastructure that supports those systems. For the PSB, it would be helpful if you could provide the following information:

1. A list of software systems currently used by the department or Board;
2. The annual cost of each software system, including licensing, subscriptions, maintenance, or support;
3. The approximate age of each system, or when it was first implemented;
4. Whether the software is cloud-based or hosted on local Town infrastructure;
5. Any related hardware, server, network, or local infrastructure requirements;
6. Any known upcoming replacement, upgrade, or renewal needs; and
7. Any concerns about functionality, reliability, cybersecurity, or long-term support.

The intent is to understand both the direct software costs and the cost and condition of the infrastructure those systems rely on. This will help provide a clearer picture of current IT usage, future replacement needs, and potential budget impacts.

I would also note that the NG911 reserve increased by \$20,808 through a transfer from the Fire Department. For future budget consideration, we are estimating that the PSB may need to begin transferring approximately \$25,000 per year from its reserves commencing in 2028 to support NG911-related costs. Public Works will likely be impacted as well, so this should be considered as part of the broader long-term funding discussion.

Reserves

		Bal 2025	Transfer In	Expenditures	BFWD 2026
1-3-00035-3554	NG911	847,892.87	20,808.00	-25,578.00	843,122.87
1-3-00035-3552	Post Retirement Benefits	100,000.00	25,000.00		125,000.00
1-3-00035-3582	Police Capital Reserve	216,036.01	80,000.00	-2,579.00	293,457.01
		1,163,928.88	125,808.00	-28,157.00	1,261,579.88

Notes

Value of remaining budgeted capital expenditures (WIP) per Capital Matter Pending report at the end of Q1 \$ 82,751.00

Regards

John Morrison B.A., C.P.A., C.G.A

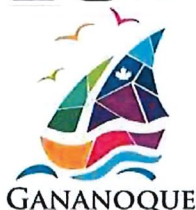
Director of Finance/Treasurer
Town of Gananoque

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From: Rich Swann <rswann@gananoquepolice.com>
Sent: June 23, 2026 11:48 AM
To: John Morrison <treasurer@gananoque.ca>
Cc: cmmilks@gmail.com
Subject: IT

Hi John – I'm circling back to the request made by council motion have departments report back on IT usage and costs. Can you advise me as to exactly what is required for this request?

Also – I sent Tanya a request for balances of our 3 reserve accounts. I understand she is on leave, but she indicated she forwarded the request to you. The PSB asks for the balances.

Thank you sir and have a great day.

Rich



Rich Swann
Chief of Police, Gananoque Police Service

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Council Report - FIN-2026-XX

Date:

☐ **IN CAMERA**

Subject: Information Technology Services

Author: John Morrison, Treasurer

☒ **OPEN SESSION**

RECOMMENDATION

THAT COUNCIL RECEIVE REPORT FIN-2026-XX, INFORMATION TECHNOLOGY SERVICES - CORPORATE SYSTEMS, EXPENDITURES AND MODERNIZATION, AS INFORMATION.

STRATEGIC PLAN COMMENTS

Sector 3 - Financial Sustainability - Strategic Initiative #1 - Ensure that Gananoque is and remains an affordable place to do business and raise a family.

The review supports financial sustainability by improving the identification, classification and lifecycle planning of significant recurring technology expenditures and by providing a basis for evaluating future modernization investments.

BACKGROUND

At its meeting of June 3, 2026, Council adopted Motion No. 26-107 directing staff to bring back a status report identifying, describing and costing the internal processes and systems currently used by all departments, together with systems envisioned to modernize the efficiency of the Corporation's service-delivery program.

Information technology supports virtually every municipal service, including financial administration, taxation, asset management, geographic information systems, mapping, work orders, planning and building services, recreation, Police and Fire operations, water and wastewater operations, records management, cybersecurity and public-facing digital services.

IT expenditures have historically been recorded through several departmental and general-ledger accounts. As a result, the full cost of the technology environment cannot be determined by reviewing a single IT account. Staff therefore developed a functional classification system and applied it to a sample of 2025 invoices to establish an initial corporate baseline.

INFORMATION/DISCUSSION

1. IT FUNCTIONAL CLASSIFICATION FRAMEWORK

The framework organizes expenditures according to the function performed rather than solely by vendor, product, department or general-ledger account. This is important because a single invoice may include software licensing, hosting, cybersecurity, hardware, technical support and other components.

The ten Level 1 categories are Applications and Business Systems; Data and Databases; Storage and Records; Server and Compute Infrastructure; Network and Connectivity; Identity, Access and Security; Client and End-User Technology; Facilities and the Physical IT Environment; Cloud, External and Hosted Services; and Management, Governance and Support.

The detailed Level 1 and Level 2 framework, including examples, maintenance implications and cost drivers, is attached as Schedule A.

2. 2025 IT EXPENDITURE SAMPLE

Staff classified approximately \$502,800 of 2025 IT-related expenditures. The amount is consistent with Council's observation that annual IT expenditures exceed \$450,000. The review is an initial sample and not a final audited total because technology costs are distributed across several departments and accounts, some invoices include multiple functions, and shared systems require allocation.

The original summary contained a formula omission of approximately \$15,740 relating to a core business application. The financial information below has been adjusted to include that expenditure. Further reconciliation to the general ledger and invoice detail remains necessary.

Schedule A Code	IT Functional Classification	Approximate Expenditure	Percentage of Sample
A	Applications and Business Systems	\$15,700	3.1%
B	Data and Databases	\$6,500	1.3%
C	Storage and Records	\$29,600	5.9%
D	Server and Compute Infrastructure	\$72,900	14.5%
E	Network and Connectivity	\$68,200	13.6%
F	Identity, Access and Security	\$52,500	10.4%
G	Client and End-User Technology	\$42,300	8.4%
H	Facilities and Physical IT Environment	\$0	0.0%
I	Cloud, External and Hosted Services	\$101,700	20.2%
J	Management, Governance and Support	\$113,400	22.5%
	TOTAL CLASSIFIED EXPENDITURES	\$502,800	100.0%

Note: No expenditures were separately assigned to Category H in the 2025 sample. This does not indicate that the Town has no physical IT-environment costs; such costs may be embedded in facilities, electrical, cabling or project accounts and require further review.

Approximately 56% of the sample relates to management and technical support, cloud and hosted services, and server infrastructure. Network connectivity and cybersecurity represent a further 24%. Together, support, cloud services, servers, networks and cybersecurity account for approximately 81% of the classified expenditures.

Only approximately 8% of the sample relates directly to desktops, laptops, peripherals and general end-user software. The majority of the Town's IT costs therefore relate to the infrastructure and services required to operate, secure and support municipal systems rather than the physical devices used by individual employees.

3. CORPORATE, POLICE AND SPECIALIZED ENVIRONMENTS

Operating Environment	Approximate Expenditure	Percentage
Corporate and departmental IT	\$353,800	70.4%
Police, Fire and related emergency-service IT	\$149,000	29.6%
TOTAL	\$502,800	100.0%

Police IT should be reported separately from general Corporate IT because Police services use specialized operational, records-management, dispatch and communications systems, operate under

a separate managed-service arrangement and may require enhanced security, availability and after-hours support.

Fire-related systems and costs shared between Police and Fire should be separately identified where possible. Shared costs should not be assigned entirely to one service unless a documented and reasonable allocation methodology has been established. Water and wastewater operational technology, including SCADA, should also be identified separately while remaining within the overall technology inventory.

4. CURRENT OPERATING MODEL - LOCAL AND CLOUD SERVICES

The Town currently operates a hybrid technology environment. The sample identifies approximately \$102,500, or 20.4%, relating directly to locally hosted server, virtualization, server operating-system and backup infrastructure. This amount is comprised of expenditures classified in Schedule A as C30 — Backup Storage, D20 — Virtualization Hosts, D30 — Virtual Machines and D50 — Server Operating Systems. Approximately \$101,700, or 20.2%, relates to cloud, externally hosted and software-as-a-service arrangements.

These amounts are similar but are not directly interchangeable. Some cloud services replace locally hosted applications, while others supplement systems that remain on the Town's network. A transition to cloud services could reduce or defer physical server replacement, virtualization licensing, local operating-system upgrades and backup hardware. Those savings would be replaced in whole or in part by hosting subscriptions, storage and retention charges, migration costs, internet redundancy, security monitoring and continuing vendor support.

Network, firewall, wireless, endpoint, identity-management, cybersecurity and user-support costs would continue under either model. The one-year sample therefore does not demonstrate that a solely cloud-based server model would reduce total IT costs. It supports continued evaluation of a planned hybrid model, with each system assessed when it reaches a major renewal, upgrade or replacement decision.

5. INTERNAL PROCESSES AND SYSTEMS

The systems identified through the review support the following broad municipal processes: Financial administration, property taxation, accounts payable and receivable, payroll, purchasing, budgeting and financial reporting;

- Asset management, GIS, mapping, infrastructure records, condition information and long-term capital planning;
- Work orders, service requests, inspections, work scheduling and maintenance histories;
- Planning, building, recreation, marina and other departmental service-delivery applications;
- Police, Fire, dispatch and emergency communications;
- Water and wastewater operational technology, including SCADA;
- Records management, file storage, backup, retention and recovery;
- Cybersecurity, identity management, access control and monitoring; and
- Public-facing websites, portals, electronic forms and payment services.

The principal modernization issue is not necessarily the absence of software. It is ensuring that business processes, system ownership, data standards, integrations, security requirements and staff responsibilities are aligned. Adding technology to an unclear or duplicated process may increase cost and complexity without improving service delivery.

6. MODERNIZATION OPPORTUNITIES

The initial review identifies the following areas for further development:

- Complete a corporate inventory of systems, licences, contracts, equipment and renewal dates;
- Assign a business owner and technical owner to each significant system;
- Document integrations among financial, GIS, asset-management and work-order systems;
- Establish common asset identifiers and data standards across departments;
- Identify duplicate data entry, manual spreadsheets and disconnected workflows;
- Increase the use of electronic forms, approvals and mobile field processes where justified;
- Establish lifecycle schedules and funding requirements for technology infrastructure;
- Evaluate local, hosted and software-as-a-service options through multi-year total-cost-of-ownership analysis; and
- Establish governance for the responsible use of artificial intelligence, including privacy, security, records retention, accuracy and human review.

7. LIMITATIONS AND NEXT STEPS

A single year of invoices may include unusual equipment purchases, implementation costs or project work that will not recur annually. The sample also does not yet quantify internal staff time, system utilization, hardware age, remaining useful life, integration gaps or the criticality of each system. The next phase should separate recurring operating costs, lifecycle replacement, one-time projects, capital technology projects, training and consulting, and departmental or shared costs. Staff should then develop a prioritized roadmap identifying operational need, risk, estimated cost, timing and expected service-delivery benefit.

APPLICABLE POLICY/LEGISLATION

The review supports the Town's obligations and governance responsibilities under applicable municipal, privacy, records-management, accessibility and cybersecurity requirements. Specific legislation and policy requirements will depend on the system and information involved and will be addressed as part of individual modernization or procurement recommendations.

FINANCIAL CONSIDERATIONS

There are no immediate financial implications arising from receipt of this report. The review confirms that IT expenditures are material, distributed across the Corporation and include significant recurring commitments.

Future budgets should separately identify recurring Corporate IT, Police IT, Fire and shared emergency-service IT, water and wastewater operational technology, hardware and network lifecycle replacement, cloud and software subscriptions, cybersecurity and one-time modernization projects. Any major system replacement or cloud migration should be supported by a multi-year total-cost-of-ownership analysis.

CONSULTATIONS

The invoice classification was developed through a review of available 2025 invoices and expenditure records. The next phase will require consultation with all departments, the Town's managed IT service provider, Police IT support, system vendors and operational staff responsible for specialized systems.

ATTACHMENTS

Schedule A - Information Technology Functional Classification Framework

SCHEDULE A

INFORMATION TECHNOLOGY FUNCTIONAL CLASSIFICATION FRAMEWORK

The framework classifies technology by function rather than by vendor or product. Level 1 identifies the broad technology element and Level 2 identifies the more specific component. The framework is intended to support inventory, cost reporting, lifecycle planning, risk assessment and budgeting.

A. APPLICATIONS AND BUSINESS SYSTEMS

Code	Element	Examples	Maintenance Impact
A10	Core Business Applications	Finance, payroll, tax, permitting and asset management	Licensing, vendor support, upgrades and user support
A20	Department Applications	Planning, recreation, public works, fire and library systems	Multiple vendors, renewals, support and integration
A30	Web and Public-Facing Systems	Website, portals, online forms and payment systems	Security patching, uptime, accessibility and certificates
A40	Reporting and Analytics	Dashboards, business intelligence and reporting databases	Data accuracy, integrations and report changes
A50	Custom / Legacy Applications	In-house tools, Access applications and scripts	High support risk and undocumented dependencies

Principal cost drivers: Licences, support agreements, upgrades, integrations, vendor dependency and staff training.

B. DATA AND DATABASES

Code	Element	Examples	Maintenance Impact
B10	Production Databases	SQL Server, PostgreSQL and MySQL	Backups, tuning, patching and recovery
B20	Reporting / Read-Only Databases	Data marts and replicated databases	Accuracy and controlled access
B30	Test / Development Databases	Development and staging copies	Refresh controls and data masking
B40	Archive Databases	Historical records and closed systems	Retention, access control and long-term readability
B50	Data Interfaces	Imports, exports, APIs and scheduled jobs	Monitoring and breakage when systems change

Principal cost drivers: Database licensing, storage growth, backup size, recovery time, database support and integrations.

C. STORAGE AND RECORDS

Code	Element	Examples	Maintenance Impact
C10	Shared File Storage	Department shares and common drives	Permissions, growth, cleanup and backup load
C20	User Storage	Home folders and synchronized user storage	User support, quotas and retention
C30	Backup Storage	Backup repositories, appliances and offsite copies	Capacity, restore testing and ransomware protection
C40	Archive / Retention Storage	Long-term records and legal retention data	Compliance and long-term retrieval

C50	Media / Imaging Storage	Scans, photos, drawings and GIS files	Capacity, indexing and retrieval
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Principal cost drivers: Capacity, backup retention, restore speed, hardware replacement and offsite replication.

D. SERVER AND COMPUTE INFRASTRUCTURE

Code	Element	Examples	Maintenance Impact
D10	Physical Servers	Rack and tower servers	Warranty, power, cooling and hardware support
D20	Virtualization Hosts	VMware, Hyper-V or similar hosts	Concentration risk and coordinated patching
D30	Virtual Machines	Application, database and utility servers	Operating-system patching, monitoring and backup
D40	Core Server Services	Domain controllers, print and file servers	High organizational dependency
D50	Server Operating Systems	Windows Server and Linux	Patch cycles, end-of-life risk and upgrades

Principal cost drivers: Hardware refresh, operating-system and virtualization licensing, support contracts and administration.

E. NETWORK AND CONNECTIVITY

Code	Element	Examples	Maintenance Impact
E10	Switching	Core and access switches	Replacement, capacity and firmware
E20	Routing	Routers and site-to-site routing	Vendor support and configuration risk
E30	Firewall and Perimeter	Firewalls, VPN and filtering	Security updates, licences and rule reviews
E40	Wireless Network	Access points and controllers	Coverage, device density, firmware and replacement
E50	Internet / WAN Services	Fibre, broadband and leased services	Recurring cost, redundancy and contracts
E60	Network / Radio Services	DNS, DHCP, time services and operational radio connectivity	High operational dependency and configuration management

Principal cost drivers: Hardware lifecycle, subscriptions, internet-provider fees, redundancy and configuration management.

F. IDENTITY, ACCESS AND SECURITY

Code	Element	Examples	Maintenance Impact
F10	Identity Directory	Active Directory, Entra ID and similar directories	Account lifecycle and group maintenance
F20	Authentication	Multi-factor authentication, passwords and single sign-on	Support, licensing and enforcement
F30	Privileged Access	Administrative and service accounts	High audit and security risk
F40	Endpoint Protection	Antivirus, EDR and device-security agents	Subscription, monitoring and incident response
F50	Security Monitoring	Logs, alerts, SIEM and audit reports	Review time, storage and tuning

F60	Patch and Vulnerability Management	Patch tools, scanners and compliance reporting	Continuous maintenance and remediation
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Principal cost drivers: Security licensing, monitoring, audit and insurance requirements, and incident response.

G. CLIENT AND END-USER TECHNOLOGY

Code	Element	Examples	Maintenance Impact
G10	Desktop Computers	Office and shared workstations	Replacement, imaging and support
G20	Laptops	Staff laptops and remote-work devices	Security, warranty and support burden
G30	Mobile Devices	Phones and tablets	Device management, plans and replacement
G40	Printers and Scanners	Network printers, multifunction devices and scanners	Leases, consumables, drivers and support
G50	Peripheral Equipment	Monitors, docks, keyboards and card readers	High-volume cumulative cost
G60	End-User Software	Office, PDF and browser tools	Licensing, patching and compatibility

Principal cost drivers: Device refresh, support tickets, warranties, subscriptions and user onboarding/offboarding.

H. FACILITIES AND PHYSICAL IT ENVIRONMENT

Code	Element	Examples	Maintenance Impact
H10	Server Room / IT Space	Racks, cabinets and secured rooms	Physical access, organization and cleanup
H20	Power Protection	UPS, power distribution and surge protection	Battery replacement and load testing
H30	Cooling and Ventilation	Air conditioning, fans and environmental controls	Reliability and outage risk
H40	Cabling and Patch Panels	Ethernet, fibre and patch panels	Moves, additions, changes and troubleshooting
H50	Physical Security	Locks, cameras and access logs	Audit and insurance relevance

Principal cost drivers: UPS batteries, cabling, cooling failures and physical-security upgrades.

I. CLOUD, EXTERNAL AND HOSTED SERVICES

Code	Element	Examples	Maintenance Impact
I10	SaaS Applications	Microsoft 365 and hosted municipal applications	Subscriptions and user administration
I20	Cloud Storage	SharePoint, OneDrive and cloud archives	Growth, permissions and retention
I30	Hosted Infrastructure	Cloud servers and hosted databases	Usage cost and security configuration
I40	External Integrations	Payment processors, APIs and vendor feeds	Contract dependency and integration risk
I50	Domain and Certificate Services	Domains, DNS hosting and security certificates	Renewal risk and potential outage

Principal cost drivers: Subscriptions, consumption growth, vendor contracts and renewal management.

J. MANAGEMENT, GOVERNANCE AND SUPPORT

Code	Element	Examples	Maintenance Impact
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J10	IT Documentation	Network diagrams, inventories and procedures	Maintenance and continuity
J20	Asset Management	Technology inventory, warranties and licences	Budget and replacement planning
J30	Service Desk / Support	Tickets, user support, troubleshooting and training	Recurring workload and service levels
J40	Change Management	Approvals, testing and rollback planning	Reduced outage and implementation risk
J50	Vendor and Contract Management	Renewals, service levels and support agreements	Avoids gaps and unexpected costs
J60	Compliance and Audit	Privacy, cyber insurance, records and evidence	Periodic review and documentation

Principal cost drivers: Staff time, audit preparation, contract renewals, documentation and governance effort.

APPROVAL	_____ John Morrison, Treasurer Certifies that unless otherwise provided for in this report the funds are contained within the approved Budgets and that the financial transactions follow Council's own policies and guidelines and the <i>Municipal Act</i> and regulations. _____ Melanie Kirkby, CAO
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