

# FINDINGS REPORT

Cornwall Police Service Board Member:  
Maurice Dupelle

**Section 106(1) Board Member  
Conduct Investigation**  
(INV- 24 -40)

**Submitted to:**  
Ryan Teschner  
Inspector General of Policing of  
Ontario

**November 7, 2025**

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## ABOUT THE INSPECTOR GENERAL OF POLICING AND THE INSPECTORATE OF POLICING

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The Inspector General of Policing drives improved performance and accountability in policing and police governance by overseeing the delivery of adequate and effective policing across Ontario. The Inspector General ensures compliance with the province's policing legislation and standards, and has the authority to issue progressive, risk-based and binding directions and measures to protect public safety. Ontario's Community Safety and Policing Act embeds protections to ensure the Inspector General's statutory duty is delivered independently from government.

The Inspector General of Policing leads the Inspectorate of Policing (IoP). The IoP provides operational support to inspect, investigate, monitor, and advise Ontario's police services, boards and special constable employers. By leveraging independent research and data intelligence, the IoP promotes leading practices and identifies areas for improvement, ensuring that high-quality policing and police governance is delivered to make everyone in Ontario safer.

In March 2023, Ryan Teschner was appointed as Ontario's first Inspector General of Policing with duties and authorities under the Community Safety and Policing Act. Mr. Teschner is a recognized expert in public administration, policing and police governance.

For more information about the Inspector General of Policing or the IoP, please visit [www.ioontario.ca](http://www.ioontario.ca).

## INTRODUCTION

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This is a report to the Inspector General of Policing by an inspector appointed by the Inspector General, who has completed an investigation under Part VII of the [Community Safety and Policing Act, 2019](#) (CSPA).

## OVERVIEW OF INVESTIGATION

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### The Complaint

A written complaint was received by the Inspector General of Policing alleging that a board member of the Cornwall Police Service Board (CPSB), Maurice Dupelle, contravened the Code of Conduct for Police Service Board Members. It was alleged that Maurice Dupelle failed to complete the mandatory board member training as required by the CSPA and failed as the Chair of the CPSB to attend board meetings or events and communicate with other board members.

### **Direction to Decline to Exercise their Powers or Perform their Duties as a member of the Board**

Upon review of the complaint, the Deputy Inspector General directed that, effective December 20, 2024, Maurice Dupelle decline to exercise his powers or perform his duties as a board member of the CPSB pursuant to subsection 122(1) of the CSPA. The direction remains in effect until further notice.

## The Subject Police Service Board Members

**Name of Police Service Board:** Cornwall Police Service Board

**Subject Board Member:** Maurice Dupelle

**Length of Service (Term):** 2022-2026

**Previous Terms on Police Service Board:** None

**Specific Roles Held on Police Service Board:** Chair (2022 to Jan 2024) & Board Member (2024- 2026)

**Previous Substantiated Misconduct:** None

**Appointing Authority:** Cornwall City Council

## Applicable Legislative and Regulatory Provisions

[Section 35\(2\)](#) of the CSPA requires that a member of a police service board or of a committee of the board shall successfully complete the following training:

1. The training approved by the Minister with respect to the role of a police service board and the responsibilities of members of a board or committee.
2. The training approved by the Minister with respect to human rights and systemic racism.
3. The training approved by the Minister that promotes recognition of and respect for,
  - i. the diverse, multiracial, and multicultural character of Ontario society, and
  - ii. the rights and cultures of First Nation, Inuit, and Métis Peoples.
4. Any other training prescribed by the Minister.

[Section 35\(6\)](#) of the CSPA provides that every member of a police service board shall comply with the prescribed code of conduct.

[Ontario Regulation 408/23: Code of Conduct for Police Service Board Members](#) was reviewed having regard to the allegations made in the complaint and the following sections were deemed to be relevant:

- a) Section 3(1): a member of a police service board shall not conduct themselves in a manner that undermines or is likely to undermine the public's trust in the police service board or the police service maintained by the board; and
- b) Section 4: A member of a police service board shall comply with the Act and the regulations made under it; and

- c) Section 6: A member of a police service board shall comply with any rules, procedures, and by-laws of the police service board; and
- d) Section 10: A member of a police service board shall conduct themselves in a professional and respectful manner in the course of their duties including, without limitation, not using abusive or insulting language in the course of their duties; and
- e) Section 16: A member of a police service board shall attend all police service board meetings unless able to provide a reasonable explanation for the absence.

## **SUMMARY OF THE INVESTIGATION CONDUCTED**

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As part of the investigation process, interviews were conducted with the complainant and the witness. The subject board member, Maurice Dupelle, failed to respond to repeated attempts to contact him.

### **Complainant Interview**

An interview was conducted with the complainant, a board member of the CPSB.

The complainant alleged that Mr. Dupelle had not completed the board member mandatory training and had missed several CPSB meetings, events, and collective bargaining sessions. He further described Mr. Dupelle's communication with the CPSB as "limited", never providing notice for missing events or meetings that was disruptive to board proceedings.

The complainant explained that when Mr. Dupelle would attend meetings, he would "just step out and ask the witness to cover for him and he wouldn't excuse himself or ask for a break." He further noted that Mr. Dupelle would also frequently be on his cellphone and not paying attention. He mentioned that Mr. Dupelle left during a budget meeting with the Chief of Cornwall Police Service (CPS) without any explanation.

The complainant reported that an award ceremony was held in May 2024 for members of the CPS who were retiring or receiving medals and explained that "it's a huge event. Everyone is invited and usually the Chair and the Vice-Chair speaks at the event." Mr. Dupelle allegedly confirmed his attendance at the event but ultimately did not show up. The vice-chair had to step-in, improvise, and give the speeches.

Regarding the mandatory training for board members, the complainant explained that part one of the training was required to be completed by April 2024. He indicated that Mr. Dupelle did not complete this requirement. The complainant mentioned that the Inspector General attended the board meeting on June 6, 2024, and that Mr. Dupelle was absent because he had not completed the training, making him non-compliant as a board member. However, the complainant clarified that Mr. Dupelle eventually completed part one of the mandatory training. He stated that Mr. Dupelle then requested information about the second part of the training, aiming to complete it by the September 30, 2024, deadline.

The complainant said that he told Mr. Dupelle the following: "You have to pay attention; it's going to take you about 8 to 10 hours depending on how fast. If you don't have your 80%, you got to start all over again. Give yourself the proper time and if you can commit an hour then put it away come back later, do half an hour... You can do it on your own time and schedule." The complainant explained that Mr. Dupelle responded by saying, "OK, good. I will see you next week at the board meeting." However, Mr. Dupelle was a "no show" at the October board meeting and had not informed anyone on the board of his absence.

The complainant reported that the CPSB have not received any updates from Mr. Dupelle despite the board secretary's attempts to reach him. He explained that during an executive board meeting, they were informed that Mr. Dupelle notified the mayor of Cornwall that he would resign as a board member. As of the time this report was completed, Mr. Dupelle was still a member of the CPSB.

The complainant said "I'm disappointed that we didn't get an answer from him, we gave him plenty of time, disappointed he didn't complete his training, it's a little bit embarrassing when the IG comes in and the Chair is not there because he didn't complete his training. I mean he knew the IG was coming."

The complainant said that Mr. Dupelle's behaviour impacted the Board through lack of communication, leaving or not attending meetings or events, and that "it makes the board dysfunctional because you're the Chair you're not showing up, no communication with us, you're not advising us."

## Witness Interview

An interview was conducted with the witness regarding the complaint.

The witness provided several examples when Mr. Dupelle failed to attend meetings and events. She also indicated that if Mr. Dupelle was present during a meeting or event, he would leave after an hour despite the meeting or event lasting longer.

The witness stated that the lack of communication and “no show” for meetings and events such as the award ceremony created issues between Mr. Dupelle and the CPSB. The witness explained that Mr. Dupelle RSVP'd for the award event in May 2024, but did not attend. He was scheduled to deliver speeches, and his unexpected absence left her to step in and deliver the speeches. Following the event, Mr. Dupelle sent her an email; she indicated he did not react well when she had to step in for him at the event. After receiving the email, the witness implemented new rules that all board members are to be cc'd in board correspondence.

The witness noted that the communication issues started when Mr. Dupelle became the Chair of the CPSB. “Within two months of being a board member, Maurice Dupelle was put in the Chair seat and things started to go off, in the sense of there was a lack of communication amongst the Board and the Chair and a lack of communication with everybody... nobody was able to communicate with him.”

The witness mentioned that the lack of communication and failure to attend events or meetings without notice led to other issues such as the Cornwall Police Association (CPA) becoming frustrated. She indicated that he missed several negotiation meetings with the CPA. She explained that “it was getting bad”. This led to Mr. Dupelle's status as a board member being discussed during the next board meeting. He had already breached the CPSB policy regarding missing three meetings without permission. With Mr. Dupelle's ongoing absence and failure to complete the mandatory board member training, an Acting Chair was put in place for the Board.

During the meeting, a motion was made that a letter be drafted by the Acting Chair and sent to the mayor's office. The letter was to request that Mr. Dupelle be replaced as he was not an effective board member. The letter stressed that he had not completed his training, and that he had missed more than three meetings, in breach of Board policy. However, the CPSB never received a response from the mayor. Later, during an executive meeting on December 5, 2024, the mayor informed the CPSB that he would not remove Mr. Dupelle from his position as a board member. The mayor explained that

he had spoken with Mr. Dupelle recently and was told that he wanted to resign as a board member but had not heard from him since.

The witness confirmed that Mr. Dupelle had missed the following meetings in 2024 without advance notice nor explanation:

- five Public Meetings,
- two additional Closed / Executive Meetings, and
- six of the seven CPA Negotiation Meetings.

The witness explained that the communication issues had significant impact on the Board. There were times agenda items were deferred because “we couldn’t make a decision.” She added that since Mr. Dupelle has been gone, “things are working very differently... I had the ability to have policies updated/changed quickly.” The witness also mentioned that since Mr. Dupelle “has been gone the communication has been better/stronger, making sounder decisions and got the negotiation completed.”

### **Subject Police Service Board Member Interview**

Mr. Dupelle repeatedly failed to cooperate with the IoP investigation, and accordingly has never been interviewed. The inspector’s efforts to engage him are detailed below.

On February 14, 2025, a letter was sent to Mr. Dupelle providing him with information regarding the investigation and a request to schedule an in-person interview.

When Mr. Dupelle did not reply to the letter, the IoP inspector spoke with Mr. Dupelle by phone, wherein he confirmed receipt of the letter and indicated that he wanted to resign as a board member and would speak to the Mayor of Cornwall within the next few days. He agreed to provide an update to the inspector regarding his resignation and status as a board member on March 3, 2025. He failed to do so.

On March 10, 2025, the IoP inspector sent a letter to Mr. Dupelle informing him that, as a board member of the CPSB, he was compelled to attend an interview as part of the investigation. He was provided with two prospective interview dates and was required to confirm his attendance for an interview by March 14, 2025. He was also cautioned that failing to participate in the investigation process, including the interview, could result in charges under Section 129 of the CSPA.

On April 3, 2025, the IoP inspector sent a third and final letter to Mr. Dupelle by email and registered mail. The letter informed him of his obligation to cooperate with the investigation and attend an interview. He was provided with several dates and asked to confirm his availability by April 14, 2025. The IoP inspector received an automated email reply informing her that Mr. Dupelle's email address was no longer valid. The registered letter, sent to the address known to the CPSB, was returned as "address invalid".

## **Additional Material Collected and Reviewed**

### **Cornwall Police Service Board By-Laws**

The by-laws of the CPSB were reviewed for the purpose of examining policy regarding attendance at CPSB meetings.

#### ***Cornwall Police Service Board - CPSB Governance Policy***

##### **4.10 Attendance**

Board and committee members are expected to attend all assigned committee meetings as well as all Board meetings. Attendance includes attending meetings in person or alternate forms of attendance, such as through videoconference.

a) Where a member is unable to attend a regular meeting of the Board or its assigned committee because of an unforeseen event, the member shall notify the Executive Assistant/Secretary at least 24 hours in advance of the meeting, if possible.

b) Compliance: Where a member fails to attend three regular meetings of the Board and/assigned committees in any year between January 1 to December 31, the Board Chair shall contact the member in question to discuss their interest in continuing to serve on the Board or standing committee. Following that discussion, the Board Chair may choose to remind the member of the expectations regarding attendance and take no further action.

c) Where a member fails to attend three regular meetings of the Board and/or assigned committees in any calendar year without reasonable basis, or without having made satisfactory arrangements with the Chair, the member may be asked to resign and/or may be subject to removal from the Board or a

recommendation for removal being made to the Inspectorate of Policing of Ontario. Such removal, or recommendation for removal, shall be decided by majority vote by the Board after first providing the Member in question with the opportunity to respond. In the case of non-compliance by the Chair of the Board, the Vice-Chair of the Board will assume the responsibilities.

### **Letter from the Cornwall Police Association**

The Cornwall Police Association (CPA) wrote a letter to express concern regarding the fact that Chair Dupelle did not attend the first three days of ongoing contract negotiations between the CPA and the CPSB. The CPA was concerned about the impact on the collective bargaining process.

### **Letter sent to the Mayor of Cornwall December 6, 2024**

A letter concerning Councillor Dupelle, Chair of the CPSB, was sent to the Mayor of Cornwall by the acting chair on behalf of the board members of the CPSB. The letter alleged that Mr. Dupelle had not completed his mandatory CSPA training and, therefore, he had been unable to exercise his duties as chair and board member for several board and committee meetings in 2024.

The letter also referenced the CPSB's *Governance Policy*, which states that a member who fails to attend three regular meetings of the Board or assigned committees in any calendar year without reasonable basis may be asked to resign or may be subject to removal from the Board.

### **December 5, 2025, Executive Meeting – CPSB**

According to the minutes of the CPSB Executive meeting held on December 5, 2024:

- Mr. Dupelle had not completed his mandatory training which was required to be completed by September 30, 2025. Thus, Mr. Dupelle was not able to perform any board member duties since September; and
- The minutes also reflected that Mr. Dupelle had had no communication with the Board.

As a result, the Board suspended Mr. Dupelle's access to his Board email account and his Board access card. Furthermore, the Board sent a request in writing to the Mayor and Council to have Councillor Dupelle replaced on the Board.

## **Mandatory CSPA Board Member Training**

Based on information provided by the Ontario Police College, which hosts the mandatory CSPA board member training online, the subject board member had not successfully completed all of the required training modules as of September 30, 2025. More specifically, Mr. Dupelle completed the roles and responsibilities portion of the training but did not complete any of the thematic training..

## **INVESTIGATION FINDINGS**

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I make the following findings, relying on the material and information collected during the investigation and now contained in this report:

### **1. Mr. Dupelle has not completed the mandatory board member training.**

- a. Section 35 of the CSPA sets out the requirements for police service board members to be able to exercise powers and perform duties. This includes an oath of office, training, and compliance with the prescribed code of conduct.
- b. Mr. Dupelle was reminded by several members of the CPSB on numerous occasions to complete his training by the end of September 2024, which he failed to do.
- c. Records from OPC from September 30, 2025, show that Mr. Dupelle has not completed all of his mandatory training, as required by the CSPA. More specifically, Mr. Dupelle completed the roles and responsibilities portion of the training but did not complete any of the thematic training..

### **2. Mr. Dupelle has consistently failed to attend meetings and other Board related obligations.**

- a. The complainant and the witness confirmed that Mr. Dupelle failed to inform the CPSB of his absence from several meetings and events on multiple occasions.
- b. Mr. Dupelle rsvp'd to attend an event on May 9, 2024, where members of the CPS receive awards. Mr. Dupelle was scheduled to deliver a speech on

behalf of the CPSB and he failed to attend. Mr. Dupelle never informed anyone on the CPSB that he would not attend the event.

- c. Mr. Dupelle failed to attend six out of seven meetings for contract negotiations between the CPSB and the CPA.
- d. During a budget meeting on September 12, 2024, with the Chief of Police, Mr. Dupelle abruptly left without any explanation.
- e. The CPSB attendance records for 2024 show that Mr. Dupelle was absent for five Public Meetings (February, May, June, October, and December), two additional Closed / Executive Meetings, and six of the seven CPA Negotiation Meetings.
- f. The CPSB attendance records for 2025 show that Mr. Dupelle has not attended any meetings, as he has not completed all of his mandatory training.
- g. Although numerous attempts were made to contact Mr. Dupelle in relation to the present allegations, he has failed to respond and as such, was never interviewed and has not provided comment for the purpose of the code of conduct investigation. Additionally, Mr. Dupelle has made no attempts to contact the Inspector assigned to the investigation during the investigation.

**3. Mr. Dupelle has not been contributing to the Board's ability to function effectively.**

- a. Mr. Dupelle has been unable to perform Board duties, as a direct result of his failure to complete all of the mandatory training.
- b. By Mr. Dupelle not completing all of the mandatory training, the Board has occasionally been unable to meet quorum, which has affected its operations.
- c. Mr. Dupelle has expressed a desire to resign from the Board but has failed to do so.
- d. Mr. Dupelle is a councillor appointed member of the Board, with the City of Cornwall as the appointing entity. The Mayor of Cornwall was contacted by the Board and declined to remove Mr. Dupelle from the Board and replace him with another council member.



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