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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
Commissioner Thomas Carrique
Ontario Provincial Police

via email

Dear Commissioner Carrique:

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@gowlingwlg.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. <u>Under no conditions will the Inspection make findings of individual liability.</u> 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.
- **Power to require responses to inquiries** (s. 116(1)): An inspector may require a person to respond to reasonable inquiries related to the purpose of the inspection.
- **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.

8.2 Confidentiality and Secrecy

The Inspection is bound by the confidentiality obligations in section 119 of the CSPA. All information obtained will be preserved in confidence and will only be communicated:

- As required in connection with the administration of the CSPA and its regulations;
- To legal 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.

8.3 Privilege

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. The Inspection will not review any material containing such information (CSPA, s. 118). If a Regulated Entity believes that privilege attaches to a requested document, it should raise this with the Inspection Team so that appropriate arrangements can be discussed.

8.4 Compliance

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.

9. Reporting

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.

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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

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	

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

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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 Ontario Provincial Police is requested to designate an appropriate member of the service as the **Inspection Liaison** to act as the primary point of contact between the Ontario Provincial Police 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 Commissioner:	

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?	

Section 6 — Authorization

By signing below, the Commissioner 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.