

Peterborough Police Service Board Public Meeting Agenda: May 19, 2026 - 1:00 PM

(Held in the Hugh Waddell Boardroom and Via Teams)

1. Welcome

The Chair will call the meeting to order.

2. Land Acknowledgement

We respectfully acknowledge that we are on the treaty and traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to the First Peoples for their care for, and teachings about, our earth and our relations. May we honour those teachings.

3. Approval of the Agenda

Moved by
Seconded by

That the agenda of the Peterborough Police Service Board's public meeting of May 19, 2026 be approved as **circulated/amended**. –

4. Declaration of Conflict of Interest

A declaration of conflict of interest **was/was not** noted.

5. Approval of the Minutes

Moved by
Seconded by

That the Minutes of the April 21, 2026 Peterborough Police Service Board's public meeting be approved as **circulated/amended**. –

Delegations and Presentations

6. Introduction – Chief for a Day

Chief Betts will introduce this year's Chief for a Day, Grade 5 student Zoe from Roger Nielson Public School.

7. Citizen Commendations

Presentation of Peterborough Police Service Citizen Commendations.

8. Presentation – Pre-Charge Consultation Initiative

The Board will receive a presentation regarding a new Pre-Charge Consultation Initiative from Staff Inspector Sejrup.

Regular Portion of the Meeting

9. Chair's Remarks

Moved by
Seconded by

That the Board receive the Chair's verbal remarks. –

10. Chief's Remarks

Moved by
Seconded by

That the Board receive the Chief's verbal remarks. –

11. Policing Advisor/Liaison Remarks – Cavan Monaghan & Lakefield

Moved by
Seconded by

a) That the Board receive the Cavan Monaghan Policing Advisor/Liaison's verbal remarks from Mayor Graham. –

Moved by
Seconded by

- b) That the Board receive the Lakefield Policing Advisor/Liaison's verbal remarks from Councillor Boyko. –

12. Correspondence

Moved by
Seconded by

That the following correspondence be received as one omnibus motion:

a) Inspectorate of Policing

- i) Inspector General Memo #10 dated April 23, 2026: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices Update;
- ii) Letter dated May 1, 2026 from the Inspector General re: Ontario Police Foundation Ceremony of Remembrance. -

Reports to be Received for Information

13. Administrative Police Facility Update (Standing Item)

Moved by
Seconded by

That the Board receive the verbal update regarding the new administrative police facility at 1421 Lansdowne Street from Staff Inspector Sejrup. –

Reports Requiring Discussion and/or Decision

Nil

Committee Reports

14. Finance & Budget Committee

2025 Year-End Financial Report for the Board Accounts

Moved by
Seconded by

That the Board receive the 2025 Year-End Financial Report for the Board accounts from the Executive Assistant. -

15. Finance & Budget Committee

2025 Year-End Financial Report for the Service

Moved by
Seconded by

That the Board receive the 2025 Year-End Financial Report for the Service from Tia Nguyen, Manager of Financial Services, and Chief Betts. -

16. Finance & Budget Committee

2027 Board Operating Budget

Moved by
Seconded by

That the Board receive the report regarding the 2027 Board-approved Board Operating Budget from the Finance/Budget Committee and the Executive Assistant. –

Unfinished Business

17. Public Announcement of Auction Fund Grants

Moved by
Seconded by

That the Board receive the announcement regarding an Auction Fund grant to the Peterborough Police Service in support of the Women in Policing Leadership and Development Day from the Executive Assistant. -

New Business

Nil

18. Motion for Closed Session Meeting

Moved by
Seconded by

That the Peterborough Police Service Board move into closed session for consideration of reports and recommendations under the authority of the *Community Safety and Policing Act* (CSPA) in accordance with the following provisions:

CSPA, Section 44(2) (a): the security of the property of the board;

CSPA, Section 44(2)(b): personal matters about an identifiable individual, including members of the police service or any other employees of the board;

CSPA, Section 44(2)(d): labour relations or employee negotiations;

CSPA, Section 44(2)(e): litigation or potential litigation affecting the board, including matters before administrative tribunals;

CSPA, Section 44(2)(f): advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;

CSPA, Section 44(2)(l): an ongoing investigation respecting the police service board. -

The Chair will recess the public meeting and the Board will move to closed session.

The Chair will reconvene the public meeting.

19. Ratification

Moved by
Seconded by

That the Board ratifies the items considered in closed session dealing with the following provisions:

CSPA, Sections 44(2)(a); 44(2)(b); 44 (2)(d); 44(2)(e); 44(2)(f); 44(2)(l). –

20. Adjournment

Moved by
Seconded by

That the public meeting be adjourned. –

Peterborough Police Service Board April 21, 2026 – Public Minutes

Minutes of the public meeting of the Peterborough Police Service Board held in the Hugh Waddell Boardroom and virtually via Teams.

Members Present:
(In Person) Mary ten Doeschate, Chair
Drew Merrett, Vice-Chair
Mayor Jeff Leal
Councillor Gary Baldwin
Steve Girardi, Member

Also Present:
(In Person) Stuart Betts, Chief of Police
Jamie Hartnett, Deputy Chief of Police
Lisa Wilson, Executive Assistant to the Board
Councillor John Boyko, Lakefield Policing Liaison

Also Present:
(Via Teams) Mayor Matthew Graham, Cavan Monaghan Policing Liaison
Ryan Berrigan, Policing Advisor, SOLGEN

Guest Present:
(In Person) Damian Kowalewich, Deputy Chief, Saanich Police
Department

1. Welcome

The Chair called the meeting to order at 1:00 pm.

2. Land Acknowledgement

We respectfully acknowledge that we are on the treaty and traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to the First Peoples for their care for, and teachings about, our earth and our relations. May we honour those teachings.

3. Approval of the Agenda

Moved by Steve Girardi
Seconded by Jeff Leal

That the agenda of the Peterborough Police Service Board's public meeting of April 21, 2026 be approved as amended: Item 5.1 added – Introduction of Deputy Chief Kowalewich. –

CARRIED

4. Declaration of Conflict of Interest

A declaration of conflict of interest was not noted.

5. Approval of the Minutes

Moved by Jeff Leal
Seconded by Drew Merrett

That the Minutes of the March 17, 2026 Peterborough Police Service Board's public meeting be approved as circulated. –

CARRIED

5.1 Guest Introduction

The Chief introduces Deputy Chief Damian Kowalewich from the Saanich Police Department.

6. Presentation – Fingerprint and DNA Management Unit

The Board received a presentation on the Peterborough Police Service Fingerprint and DNA Management Unit from Brittany Theofilopoulos, Recruiting and Talent Acquisition Coordinator and Kelly Johnson, Ident Technician.

7. Chair's Remarks

Nil

8. Chief's Remarks

Moved by Gary Baldwin
Seconded by Drew Merrett

That the Board receive the Chief's verbal remarks. –

CARRIED

9. Policing Advisor/Liaison Remarks – Cavan Monaghan & Lakefield

Moved by Gary Baldwin
Seconded by Jeff Leal

a) That the Board receive the Cavan Monaghan Policing Advisor/Liaison's verbal remarks from Mayor Graham. –

CARRIED

Moved by Drew Merrett
Seconded by Steve Girardi

b) That the Board receive the Lakefield Policing Advisor/Liaison's verbal remarks from Councillor Boyko. –

CARRIED

10. Correspondence

Moved by Jeff Leal
Seconded by Drew Merrett

That the following correspondence be received as one omnibus motion:

a) Letters of Support – Sustainable Funding for Police Services

Letters of support to the Province of Ontario for Peterborough City Council's Resolution of November 3, 2025 regarding sustainable funding for police services from:

- i) Township of Joly;
- ii) Township of Addington Highlands. –

CARRIED

11. Administrative Police Facility Update (Standing Item)

Moved by Gary Baldwin
Seconded by Jeff Leal

That the Board receive the verbal update regarding the new administrative police facility at 1421 Lansdowne Street from Staff Inspector Sejrup. –

CARRIED

12. Annual Report on Missing Persons and Use of Urgent Demands

Moved by Drew Merrett
Seconded by Jeff Leal

That the Board receive the 2025 Annual Report on Missing Persons and Use of Urgent Demands from Inspector Elliott and Chief Betts. –

CARRIED

13. Annual Report on Special Constables

Moved by Steve Girardi
Seconded by Jeff Leal

That the Board receive the 2025 Annual Report on Special Constables from Staff Sergeant Ryan Wilson and Chief Betts. –

CARRIED

14. Annual Purge Report

Moved by Gary Baldwin
Seconded by Jeff Leal

That the Board receive the report regarding the Purge of 2025 Peterborough Police Service Records from Niquel Pritchard Pataki, Manager of Strategic Risk Management Services. –

CARRIED

15. 2025 Divisional Report

Moved by Steve Girardi
Seconded by Gary Baldwin

That the Board receive the 2025 Divisional Report including:

- a) The Operational Services Report prepared by Inspector Ralph;
- b) The Investigative Services Report prepared by Inspector Elliott;
- c) The 911 Communications Services Report prepared by Julie Levesque;
- d) The Support Services Report prepared by Staff Sergeant Wilson;
- e) The Executive Services Report prepared by Staff Inspector Sejrup;
- f) The Financial Services Report prepared by Tia Nguyen;
- g) The Strategic Risk Management Services Report prepared by Niquel Pritchard Pataki;

- h) The Information Technology Services Report prepared by Paul Notman;
- i) The Strategic Communications Report prepared by Sandra Dueck;
- j) The People Services Report prepared by Lisa Smith;
- k) The information from Chief Betts. –

CARRIED

16. First Quarter People Services Staffing Level Report

Moved by Drew Merrett
Seconded by Jeff Leal

That the Board receive the People Services 2026 Q1 Staffing Level Report from Lisa Smith, People Services Manager, and Chief Betts. –

CARRIED

17. First Quarter Report on the Auction Fund Account

Moved by Gary Baldwin
Seconded by Jeff Leal

That the Board receive the 2026 First Quarter Auction Fund Report from the Executive Assistant. –

CARRIED

18. Public Announcements of Auction Fund Grants

Moved by Drew Merrett
Seconded by Steve Girardi

That the Board receive the following announcements of Auction Fund grants from the Executive Assistant:

- a) Trent University in support of Camp fYrefly;
- b) Lakefield Literary Festival. –

CARRIED

19. Motion for Closed Session Meeting

Moved by Jeff Leal
Seconded by Drew Merrett

That the Peterborough Police Service Board move into closed session for consideration of reports and recommendations under the authority of the *Community Safety and Policing Act* (CSPA) in accordance with the following provisions:

CSPA, Section 44(2) (a): the security of the property of the board;

CSPA, Section 44(2)(b): personal matters about an identifiable individual, including members of the police service or any other employees of the board;

CSPA, Section 44(2)(d): labour relations or employee negotiations;

CSPA, Section 44(2)(e): litigation or potential litigation affecting the board, including matters before administrative tribunals;

CSPA, Section 44(2)(f): advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;

CSPA, Section 44(2)(h): a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

CSPA, Section 44(2)(l): an ongoing investigation respecting the police service board. –

CARRIED

The Chair recessed the public meeting and the Board moved to closed session at 2:15 pm.

The Chair reconvened the public meeting at 5:21 pm.

20. Ratification

Moved by Jeff Leal
Seconded by Gary Baldwin

That the Board ratifies the items considered in closed session dealing with the following provisions:

CSPA, Sections 44(2)(a); 44(2)(b); 44 (2)(d); 44(2)(e); 44(2)(f); 44(2)(h); 44(2)(l).–

CARRIED

21. Adjournment

Moved by Jeff Leal
Seconded by Gary Baldwin

That the public meeting be adjourned at 5:22 pm. –

CARRIED

Read and approved this 19th day of May, 2026.

Lisa Wilson, Executive Assistant

Mary ten Doeschate, Chair



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

**Office of the Inspector
General of Policing**

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

**Bureau de l'inspecteur général
des services policiers**

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

Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: April 23, 2026

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

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

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

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Teschner".

Ryan Teschner
Inspector General of Policing of Ontario

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

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



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

**Office of the Inspector
General of Policing**

777 Bay Street
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Terms of Reference for Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

MANDATE

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

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

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

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

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

¹ *Community Safety and Policing Act, 2019*, S.O. 2019, c.1, Sched. 1.

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

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

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

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

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

5. Substance abuse and fitness for duty

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

LEGAL FRAMEWORK FOR THIS INSPECTION

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

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

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

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

INSPECTION AUTHORITIES, POWERS AND PROCESS

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

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

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

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

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

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

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

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

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

INSPECTION COUNSEL AND STAFF

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

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

TIMING AND REPORTING

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

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

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

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

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

AMENDMENT OF TERMS OF REFERENCE

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

Signed this 23rd day of April, 2026



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

Hon. William Hourigan

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

April 23, 2026

Dear Chiefs of Police, Commissioner Carrique and Board Chairs,

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

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

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

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

Purpose and Nature of the Inspection

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

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

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

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

Thematic Areas of the Inspection

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

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

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

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

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

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

Cooperation and Engagement

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

Next Steps

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

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

No action is required on your part at this time.

Closing

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

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

Yours sincerely,



The Honourable William Hourigan
Inspector

May 1, 2026

Dear Chiefs of Police and Board Chairs,

On behalf of the Inspectorate of Policing, I wish to acknowledge the professionalism, dedication, and service of those who work across Ontario's police services as we come together this weekend to mark the Ontario Police Foundation Ceremony of Remembrance.

This annual ceremony provides a solemn opportunity to reflect on the inherent risks faced by police officers in the course of their duties and on the lasting impact their service has on the safety and well-being of communities throughout Ontario. It is a time to honour those who made the ultimate sacrifice, to stand in solidarity with the families and colleagues who carry their loss, and to recognize those who continue to serve with resolve, compassion and integrity.

As we pay tribute, we are also reminded of our shared responsibility to support policing that is fair, effective, and responsive to the needs of the communities it serves. The Ceremony of Remembrance not only honours the legacy of those who have fallen, but also reinforces our collective commitment to strengthening the systems that support those who serve today and into the future.

Thank you for your continued leadership and dedication to public service. Together, we honour the legacy of those we have lost and reaffirm our support for those who continue to serve communities across Ontario with dedication and courage.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario



Peterborough Police Service Board - **Board Report** **(Public Session)**

To: Chair and Members of the Peterborough Police Service Board
From: Lisa Wilson, Executive Assistant
Report Date: May 7, 2026
Meeting Date: May 19, 2026
Subject: 2025 Year-End Financial Report and the Legal Fees Reserve – Board Operating Accounts

Purpose

A report to inform the Board of the 2025 year-end status of the Board's operating accounts and the legal fees reserve.

Recommendation

That the Board approve the recommendations outlined in this report, as follows:

That the Board receive the 2025 Year-End Financial Report for the Board's Operating Accounts and the information regarding the legal fees reserve from the Executive Assistant.

Strength Impact

N/A

Budget and Financial Implications

The Board finished 2025 with an overall surplus of \$138,656 in its operating accounts. All accounts, including the legal fees account, were under budget with the exception of the memberships account. The deficit in the memberships account was offset by surpluses in other operating accounts.

The Board's operating budget accounts for approximately 1% of the Service's overall operating budget.

Background

Legal Account & Legal Fees Reserve:

Legal is the most volatile of the Board's operating accounts and difficult to predict. However, there were no large unexpected legal costs incurred in 2025, allowing the Board to realize a surplus in the legal account of \$122,391.

In order to safeguard against fluctuations related to unexpected legal costs, in 2009 the Board established a legal fees reserve. With the approval of the Board and City Finance, the 2025 surplus, along with the budgeted 2025 contribution of \$5,000, has been transferred to the Board's legal fees reserve account. The Board will not make a budgeted contribution to the legal fees reserve in 2026.

Legal fees reserve balance as of December 31, 2025: \$371,182.

Other Board Accounts:

All other operating accounts were under budget with the exception of the memberships account.

Summary

2025 Board Operating Budget Fourth Quarter Expenditures Account	Approved	Spent		Remaining	
	2025	\$	%	\$	%
Operating Accounts	\$162,516	\$146,251	90%	\$16,265	10%
Legal	\$220,000	\$97,609	44%	\$122,391	56%
Total Operating Budget:	\$382,516	\$243,860	64%	\$138,656	36%
Reserve Accounts:					
Business Plan	\$13,750	\$13,750	100%	\$0	0%
Recruitment/Consulting	\$10,000	\$10,000	100%	\$0	0%
Legal Fees	\$5,000	\$5,000	100%	\$0	0%
Total:	\$411,266	\$272,610	66%	\$138,656	34%
Surplus:	\$138,656				

Reserve Account Balances as of Dec 31 '25:

Legal Fees Reserve: \$371,182 (includes 2025 \$5,000 budgeted contribution +\$122,391 2025 legal surplus)

Recruitment/Consulting Reserve: \$43,802

Business Plan Reserve: \$76,070 (includes City equal contribution through development charges)

The Board had an overall operating surplus in 2025 of \$138,656. Of this, \$122,391 has been transferred to the legal fees reserve account, with the remainder being absorbed into the Service's overall operating budget.

Prepared by: Lisa Wilson, Executive Assistant
Reviewed by: Drew Merrett, Chair, Finance & Budget Committee
Mayor Jeff Leal, Member, Finance & Budget Committee



Peterborough Police Service Board - **Board Report**

Public Session

To: Members of the Peterborough Police Service Board
From: Tia Nguyen, Manager of Financial Services
Report Date: April 15, 2026
Meeting Date: May 19, 2026
Subject: 2025 Year-End Financial Report

Purpose

This report presents the 2025 year-end financial position of the Peterborough Police Service for Board consideration.

Recommendation

The Board is requested to approve the distribution of the 2025 net favourable position as follows:

1. Special Projects Fund: \$330,878.60
2. Police Emergency Communications System Reserve: \$496,064.48

Total 2025 Allocation: \$826,943.08

Strength Impact

Not applicable.

Budget and Financial Implications

The Service achieved a positive variance of \$826,943.08, resulting from favourable adjustments provided by third-party insurance providers. While comparable relief was available in the prior year, the 2025 reduction in benefits utilization does not necessarily indicate declining healthcare costs, nor should it be considered an indicator of future costs. This adjustment reflects claims experience from one single year and should not be regarded as a reliable indicator of future financial performance. The Board should treat 2025 as an anomalous year and exercise prudence in forecasting similar results.

Background

The 2025 financial position provides a strategic opportunity to address critical operational infrastructure needs in addition to paying for contractual obligations related to Pay Equity adjustments, all while maintaining fiscal responsibility, and reducing a budgetary pressure in 2027. Beyond supporting immediate budget requirements, this favourable position enables the Service to proactively fund essential capital projects and establish reserve requirements that support long-term operational sustainability and public safety.

The Peterborough Police Service achieved a favourable variance in employee health and safety insurance costs during 2025. Actual claims and benefit utilization were materially lower than both the prior year and insurers' 2025 estimates. Despite this positive outcome, healthcare costs continue to rise annually. Claims experience remains inherently unpredictable and dependent on workforce health events and circumstances. The 2025 accounting adjustments should be considered within the context of potential variance and volatility in future years.

The City faces a critical deadline regarding renewal or replacement of its police emergency communications radio system. The current 12-year service agreement expires on March 31, 2027. Strategic decision-making is required to determine the optimal path forward. City staff recommended establishing a radio equipment reserve to support decisions made within the contract term (2015-2027); however, they did not make any entries to the reserve during that time. Third-party insurance adjustments provide an opportune moment to fulfill this commitment while enabling an insurance reconciliation that benefits the Service and the City through equipment sustainability.

Financial Overview

During 2025, several planned expenditures were deferred or modified, resulting in changes that, when combined with favourable adjustments provided by third-party insurance providers, led to certain revenue amounts surpassing the budget. These operational adjustments contributed to a favourable financial position of \$826,943, effectively preventing the need for previously anticipated transfers from the Police Reserve in the amount of \$53,219.

Revenue Highlights

The table below provides information about the sources of revenue earned in 2025.

Revenue by Source	Actual to Date	Budget to Date	Variance	%
Government Grants	\$3,201,149	\$3,122,128	\$79,021	2.5%
Contracted Services	\$2,282,791	\$2,292,791	-\$10,000	-0.4%
Fee - Based Revenue	\$570,691	\$446,550	\$124,141	27.8%
Total Revenue	\$6,054,631	\$5,861,469	\$193,162	3.3%

Favourable financial outcomes were realized in 2025, primarily driven by higher-than-expected revenues. This positive performance has also been bolstered by beneficial accounting reconciliations concerning employee benefits accounts. As the Service continues efforts to transition to a new IT operational framework launching in early 2026, increased costs related to software licences have emerged. However, these costs have been effectively mitigated by our revenue increases and year-end favourable reconciliations.

Revenue and Funding

- Provincial Funding: Funding for special projects contributed positively to results.
- Partial Offset: Cancellation of contracted services in the second half of 2025 resulted in a \$10,000 reduction.
- Record Check Processing: Increased volume generated higher transaction revenues.

Operational Achievements

- Verified Alarms Response System completed its first full operational year.
- Delivered cost efficiencies and improved service delivery.

Provincial Fund Allocation

Funds designated to enhance operations in the following areas:

- Court Security and Prisoner Transport
- Community Safety Initiatives
- Human Trafficking Prevention
- Impaired Driving Prevention

Successful Grant Application

1. Court Security and Prisoner Transportation (CSPT) Grant Funding: \$1,802,410

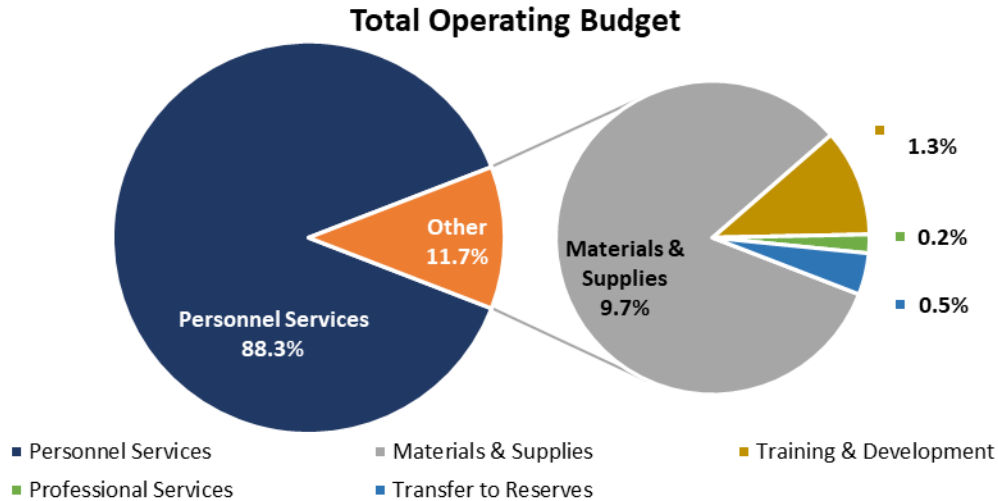
2. Community Safety and Policing Program Local Stream Funding: \$481,888
3. Community Safety and Policing Program Provincial Stream Funding: \$500,000
4. Reduce Impaired Driving Everywhere (R.I.D.E.) Program Funding: \$20,611
5. Ontario's Strategy to End Human Trafficking Funding: \$17,400
6. Provincial Strategy Funding: \$33,662.48
7. Criminal Intelligence Service Ontario (CISO) Initiative Funding: \$8,000
8. Provincial Human Trafficking Intelligence-Led Joint Forces Strategy Program Funding: \$217,090
9. CISO Specialized Training Initiative Funding: Up to \$157,613
10. Provincial Business Intelligent and Insights Brand (BIIB) Initiative Funding: Up to \$119,639
11. Provincial Repeat Offender Parole Enforcement Squad Initiative Funding: Up to \$173,812
12. Victim Support Grant (2025-2027): Up to \$99,298.60 per annum.

Note: Grant funds are balanced annually with no carryover balance, as revenues and expenditures are aligned yearly.

Expenditures Highlights

The table and pie chart below provide information about police operating expenditures by category.

Expenditures by Category	Actual to Date	Budget to Date	Variance	%
Personnel Services	\$37,988,431	\$38,915,518	-\$927,087	-2.4%
Materials & Supplies	\$4,182,863	\$3,882,310	\$300,553	7.7%
Training & Development	\$558,376	\$565,623	-\$7,247	-1.3%
Professional Services	\$97,609	\$220,000	-\$122,391	-55.6%
Transfer to Reserves	\$216,398	\$94,007	\$122,391	130.2%
Total Expenditure	\$43,043,677	\$43,677,458	-\$633,781	-1.5%



Employee Benefits Budgeting

Employee benefits budgeting operates similarly to legal fee estimation – both are inherently unpredictable and driven by external factors beyond direct control. The 2025 insurers' adjustments demonstrate this principle. Lower benefits utilization in 2025 does not necessarily signal declining health care costs, as a single year of reduced claims does not establish a trend in health care consumption.

Why 2026 Could Reverse Course

- **Healthcare Cost Inflation:**
Continued increases in healthcare costs remain independent of claim volume fluctuations.
- **Demographic Volatility:**
Employee demographics and health events continue to present unpredictable variables.
- **Claims Risk:**
Adverse claims activity or increased utilization could offset current-year gains.
- **Premium Pricing Methodology:**
Insurer premium calculations reflect broader risk pool assessments and actuarial projections rather than single-year performance metrics.

Information Technology Infrastructure

Domain Independence Initiative

A significant organizational achievement this year was establishing an independent, secure domain, managed by our in-house IT Unit. This initiative strengthens our cybersecurity posture and represents a critical foundation for future operational enhancements.

Technology Investments

Software Licences and Subscriptions

In response to changing operational requirements, the Service invested in software licences and subscriptions across key functional areas:

- Fleet Management Services: \$10,837
- Human Resources Services: \$50,315
- Information Technology Services: \$594,720
- Investigative Data Analysis Tools: \$239,137
- 911 radio communications: \$376,191

Total: \$1,271,200

These investments position the Service to manage capacity and service demands more effectively going forward.

Legal Services

Legal expenses totaled \$122,391, representing a favourable variance against the allocated budget. The Service recognizes that legal costs are subject to external operational factors inherent to police operations, including timing considerations and statutory requirements.

Capital Expenditures Highlights

In 2025, \$1,965,793 was allocated for capital project, supported by the following funding sources:

- Vehicle Sales: \$24,940
- Provincial Funded Projects: \$106,497
- Insurance Proceeds: \$48,573

Major Completed Projects

- Vehicle Replacements: \$1,023,032 (includes \$383,232 for 2024 orders delivered during the 2025 fiscal year)
- In-Car Computer System: \$93,894
- Computer Equipment and Servers: \$361,394
- Police Specialized Equipment: \$293,817
- 911 Communications Equipment: \$40,837

Summary

The 2025 financial results demonstrate effective cost management and the successful implementation of a Police Information Technology Unit, reflecting strategic alignment with provincial funding priorities. This report outlines two critical reserve allocations: \$330,878.60 for 2026 contractual obligations within the Police Special Projects Reserve, and \$496,064.48 as an initial contribution to the Police Emergency Communications System Reserve. These strategic allocations ensure operational sustainability, compliance with existing agreements, and addresses urgent infrastructure planning needs for equipment replacement scheduled beyond the current service agreement expiration in March 2027.

1. Police Special Projects Reserve – 2026 Contractual Obligations

Transfer Request: \$330,878.60

This allocation addresses immediate contractual commitments (pay equity) scheduled for 2026, ensuring compliance with existing agreements.

2. Police Emergency Communications System Reserve – Initial Contribution

Transfer Request: \$496,064.48

This represents the initial funding contribution toward the Police Emergency Communications System Reserve, fulfilling a strategic recommendation originally endorsed by City Staff on April 15, 2015. Despite nearly a decade of planning, no funds have been previously allocated to this reserve.

Urgency Justification:

- Current 12-year radio system service agreement expires March 31, 2027
- Immediate reserve establishment is operationally critical for equipment procurement planning
- Estimated equipment replacement cost: \$827,000 (based on current vendor information as of April 8, 2026, subject to revision pending additional vendor quotations)
- Equipment aging presents critical operational risks:
 - **Public Safety:** System failures compromise emergency response coordination and community protection
 - **Officer Safety:** Aging radio equipment creates communication failures that directly impact officer ability to request assistance, coordinate operations, and respond to threats in real time.

- **Service Continuity:** Equipment deterioration increases the probability of catastrophic failure with no contingency system in place.
- Delayed action creates substantial financial, operational, and safety risks.

Prepared by: Tia Nguyen, Manager of Financial Services

Reviewed by: Stu Betts, Chief of Police

Submitted by: Stu Betts, Chief of Police

Attachment: 2025 Statement of Operations

Peterborough Police Service
Statement of Operations
for the period ended December 31, 2025

Cost Elements	Act. Costs To Date	Annual Plan Costs	Var.(Abs.)	Var.(%)
405005 Consolidated - City	-	-	-	
410000 Provincial Grant	(4,101,695.22)	(3,122,128.00)	(979,567.22)	31.4%
410400 Other Municipalitie	(2,282,790.96)	(2,292,791.00)	10,000.04	-0.4%
440935 ForeignEx. Gain/Los	(0.02)	-	(0.02)	
450160 Taxi and Limo Fees	-	-	-	
450162 Criminal Record Chk	(452,543.13)	(350,000.00)	(102,543.13)	29.3%
450165 Alarm Calls	(70,477.50)	(11,000.00)	(59,477.50)	540.7%
450170 MVC Reports	(2,500.00)	(4,300.00)	1,800.00	-41.9%
450175 Towing Fees	(21,777.00)	(20,000.00)	(1,777.00)	8.9%
450178 Police Paid Duty	(393,719.64)	(50,000.00)	(343,719.64)	687.4%
450180 Confirmation Letter	(1,320.00)	(1,050.00)	(270.00)	25.7%
450185 FOI Request Fees	(2,741.05)	(2,200.00)	(541.05)	24.6%
450220 Other Recoveries	(21,853.90)	(8,000.00)	(13,853.90)	173.2%
450275 Miscellaneous Reven	-	-	-	
450320 Room Rental	(2,451.41)	-	(2,451.41)	
460100 Cost Rec Tsf frm Ca	(4,816.96)	-	(4,816.96)	
490002 I/F - Police Noise	(16,808.82)	(25,000.00)	8,191.18	-32.8%
560005 Salaries - Full tim	27,928,469.08	27,810,201.00	118,268.08	0.4%
560025 Salaries - Part Tim	-	-	-	
560125 Wages - Part Time	346,836.01	356,316.00	(9,479.99)	-2.7%
560145 Wages - Contract	117,507.97	-	117,507.97	
560150 Overtime	949,785.58	596,000.00	353,785.58	59.4%
560200 Double Time	122.08	-	122.08	
560250 Stat Holiday Pay	18,772.76	-	18,772.76	
560265 Pay Equity Mtce.	18,645.00	10,000.00	8,645.00	86.5%
560270 Meal Allowance	855.00	-	855.00	
560280 WSIB Related Payrol	-	-	-	
560295 Employee Benefit OH	8,275,014.53	8,422,401.00	(147,386.47)	-1.7%
560325 OMERS Pension - Emp	(487.68)	-	(487.68)	
560335 WSIB	314,427.12	-	314,427.12	
560338 WSIB - Allocated	935,142.28	1,350,000.00	(414,857.72)	-30.7%
560348 Retiree Costs-alloc	360,763.02	322,000.00	38,763.02	12.0%
560365 Accrued Payroll Cos	(874,200.15)	-	(874,200.15)	
560375 Other Remuneration	-	48,600.00	(48,600.00)	-100.0%
560380 Paid Duty Expense	387,058.36	-	387,058.36	
560382 Paid Duty - Music F	16,451.46	-	16,451.46	
560385 Paid Duty Noise	16,808.82	25,000.00	(8,191.18)	-32.8%
560390 Paid Duty Ride	23,457.21	-	23,457.21	
568000 Electricity	-	-	-	
568015 Telephone	72,720.40	85,000.00	(12,279.60)	-14.4%
568020 Cellular Phone	102,712.90	120,000.00	(17,287.10)	-14.4%
568040 Insurance	234,741.45	234,741.00	0.45	0.0%
568075 Fibre/Computer Line	85,658.54	64,100.00	21,558.54	33.6%
568092 License Renewal	-	-	-	
568095 Radio License	12,660.68	12,327.00	333.68	2.7%
568100 Desktop Hardware	-	-	-	
568115 Cabling & Data Comm	118.33	-	118.33	
568120 Software Maintenanc	-	-	-	
568140 Postage	1,553.27	6,000.00	(4,446.73)	-74.1%
568145 Photocopies	42,496.38	42,500.00	(3.62)	0.0%
568150 Business Cards	709.07	3,000.00	(2,290.93)	-76.4%
568155 Office Supplies	19,828.49	50,000.00	(30,171.51)	-60.3%
568160 Supplies	80,507.01	119,400.00	(38,892.99)	-32.6%
568210 Paper Supplies & En	16,837.89	30,000.00	(13,162.11)	-43.9%

Peterborough Police Service
Statement of Operations
for the period ended December 31, 2025

Cost Elements	Act. Costs To Date	Annual Plan Costs	Var.(Abs.)	Var.(%)
568234 In Service	9,836.32	10,000.00	(163.68)	-1.6%
568235 Examination Supplie	422.00	8,000.00	(7,578.00)	-94.7%
568240 Identification Supp	2,464.90	8,000.00	(5,535.10)	-69.2%
568255 Fuel	303,021.82	314,604.00	(11,582.18)	-3.7%
568260 Lubricants	17,536.91	15,000.00	2,536.91	16.9%
568262 Repairs&Maintenance	-	-	-	
568265 R&M - Equipment	41,849.17	51,000.00	(9,150.83)	-17.9%
568280 R&M - Buildings	99,685.76	116,770.00	(17,084.24)	-14.6%
568290 R&M - Automobile	92,878.85	70,000.00	22,878.85	32.7%
568295 R&M - Bike Patrol	9,081.11	8,000.00	1,081.11	13.5%
568300 R&M - Vehicle Clean	30,871.32	18,000.00	12,871.32	71.5%
568305 R&M - Tires	59,877.57	35,000.00	24,877.57	71.1%
568325 R&M - Desktop HW	23,439.72	20,000.00	3,439.72	17.2%
568335 Preventative Mtce.	-	-	-	
568360 Investigations	3,993.09	17,000.00	(13,006.91)	-76.5%
568370 Healthcare Spending	53,219.24	-	53,219.24	
568415 Operating Equipment	5,788.58	-	5,788.58	
568420 Computer Equipment	-	-	-	
568440 Miscellaneous Exp.	90.51	-	90.51	
568442 Incidentals	47,841.96	78,500.00	(30,658.04)	-39.1%
568450 Food expenses	927.89	2,500.00	(1,572.11)	-62.9%
568480 Materials	420,647.69	-	420,647.69	
568490 Transcripts	3,133.66	6,000.00	(2,866.34)	-47.8%
568505 Investigative Exp.	44,931.36	57,000.00	(12,068.64)	-21.2%
568510 Auto Mugshot System	-	-	-	
568515 AFIS Expenses	-	2,000.00	(2,000.00)	-100.0%
568530 OPTIC Costs	232,831.15	248,040.00	(15,208.85)	-6.1%
568535 Prisoner Care	30,698.46	26,250.00	4,448.46	16.9%
568540 Audio Visual	-	-	-	
568545 Evidence Bags	3,980.60	2,700.00	1,280.60	47.4%
568550 Batteries	1,179.34	6,500.00	(5,320.66)	-81.9%
568552 Police Boots	42,825.58	35,000.00	7,825.58	22.4%
568555 Outer Coats	-	-	-	
568560 Tunics	13,435.13	20,000.00	(6,564.87)	-32.8%
568565 Body Armour	102,459.80	40,000.00	62,459.80	156.1%
568568 Police Belts & Hold	41,916.40	25,000.00	16,916.40	67.7%
568570 Regalia	6,951.87	15,000.00	(8,048.13)	-53.7%
568575 Gloves/Mitts	9,397.41	5,000.00	4,397.41	87.9%
568585 Alterations	2,048.39	4,000.00	(1,951.61)	-48.8%
568590 Ammunition	148,444.07	150,000.00	(1,555.93)	-1.0%
568598 UOF - Police Gear	32,171.07	20,000.00	12,171.07	60.9%
568610 HR Services	7,370.89	15,000.00	(7,629.11)	-50.9%
568650 Program/Workshop Ex	1,911.23	-	1,911.23	
568795 Position Ads/Recrui	55,460.60	45,000.00	10,460.60	23.2%
568810 Printing	-	-	-	
568830 Event Expenses	256.80	-	256.80	
568840 Staff Retirements	931.73	2,000.00	(1,068.27)	-53.4%
568855 Staff Recognition	-	-	-	
568860 Employee Medicals	40,166.76	45,000.00	(4,833.24)	-10.7%
568865 Clothing and Unifor	77,927.93	79,500.00	(1,572.07)	-2.0%
568875 Clothing Allowance	35,381.82	33,000.00	2,381.82	7.2%
568885 Parking Passes	8,832.00	-	8,832.00	
568895 Business Travel	(214.63)	-	(214.63)	
568896 Travel - Meals	-	-	-	

Peterborough Police Service
Statement of Operations
for the period ended December 31, 2025

Cost Elements	Act. Costs To Date	Annual Plan Costs	Var.(Abs.)	Var.(%)
568900 Memberships/Subscri	32,704.69	28,938.00	3,766.69	13.0%
568905 Training&Developmen	12,756.38	14,000.00	(1,243.62)	-8.9%
568910 Certification Train	-	-	-	
568915 Continuing Educatio	20,694.34	20,000.00	694.34	3.5%
568920 In-House Training	-	-	-	
568925 Seminars/Workshops	309,897.53	332,685.00	(22,787.47)	-6.8%
568930 Conferences/Conv.	4,507.38	10,000.00	(5,492.62)	-54.9%
568985 Health and Safety	10,917.58	-	10,917.58	
570005 Contractual Service	1,063,866.58	561,903.00	501,963.58	89.3%
570010 Consulting Services	7,927.10	10,000.00	(2,072.90)	-20.7%
570020 Professional Fees	-	-	-	
570030 Legal Fees	97,608.56	220,000.00	(122,391.44)	-55.6%
570080 Security	787.11	1,600.00	(812.89)	-50.8%
570085 Courier Service	4,644.80	7,000.00	(2,355.20)	-33.6%
570095 Advertising	18,328.53	20,000.00	(1,671.47)	-8.4%
570120 Radio System Servic	320,325.37	434,707.00	(114,381.63)	-26.3%
570185 Translation Service	-	-	-	
570210 Towing	4,846.43	9,000.00	(4,153.57)	-46.2%
574000 Lease Costs	8,203.84	-	8,203.84	
574020 Tower Site Rental	25,661.25	25,000.00	661.25	2.6%
574035 Ext. Equipment Rent	11.85	5,000.00	(4,988.15)	-99.8%
574040 Interest expense	433.19	-	433.19	
574042 Cash Over/Short	-	-	-	
578345 Unreconciled Diff.	-	-	-	
772003 Tsf to Police - Leg	127,391.44	5,000.00	122,391.44	2447.8%
772009 Tsf to Police - Rec	10,000.00	10,000.00	-	0.0%
772013 Tsf to Police Busin	27,500.00	27,500.00	-	0.0%
772017 Tsf to Police - HCS	51,507.00	51,507.00	-	0.0%
790040 I/F-Garage/Admin OH	-	57,192.00	(57,192.00)	-100.0%
790055 I/F-PTS Data Proc.	306,913.00	306,913.00	-	0.0%
790105 I/F-PW Services Exp	-	182,563.00	(182,563.00)	-100.0%
790109 I/F-PW Fleet Expens	223,230.89	-	223,230.89	
	\$ 36,989,045.92	\$ 37,815,989.00	\$ (826,943.08)	-2.2%



Peterborough Police Service Board – Board Report (Public)

To: Members of the Police Service Board
From: Finance/Budget Committee & Executive Assistant
Report Date: April 29, 2026
Meeting Date: May 19, 2026
Subject: 2027 Board Operating Budget – Board Approved

Purpose

A Report to inform the public of the Board-approved 2027 Board Operating Budget.

Recommendation

That the Board receive the Report from the Finance/Budget Committee and the Executive Assistant regarding the Board-approved 2027 Board Operating Budget.

Budget and Financial Implications

The Board's approved operating budget for 2027 is \$417,578 which represents a 1.2% increase from 2026. The Board's budget accounts for approximately 1% of the Service's overall operating budget. Additional information is contained in this report.

Background

Historical Board Operating Budgets and Spending:

Year	Budget	Actual	Variance
2017	\$359,528	\$377,290	-\$17,762
2018	\$359,505	\$313,551	\$45,954
2019	\$351,270	\$350,045	\$1,225
2020	\$358,277	\$320,941	\$37,336
2021	\$294,719	\$325,705	-\$30,986
2022	\$290,865	\$328,796	-\$37,932
2023	\$282,811	\$512,074	-\$229,263
2024	\$401,492	\$387,145	\$14,347
2025	\$411,266	272,610	\$138,656
2026	\$412,501	-	

Legal Account:

Legal spending is difficult to predict and is responsible for the Board's deficits over the past decade. In some instances, deficits were absorbed by the Board's surplus in other accounts or by the Service's surplus. In other years, transfers were made from the legal reserve to cover the shortfall.

Year	Legal Account		
	Budget	Spending	Variance
2016	\$180,000	\$376,906	-\$196,906
2017	\$180,000	\$205,192	-\$25,192
2018	\$180,000	\$147,824	\$32,176
2019	\$180,000	\$88,547	\$91,453
2020	\$180,000	\$126,065	\$53,935
2021	\$130,000	\$139,022	-\$9,022
2022	\$130,000	\$188,921	-\$58,921
2023	\$110,000	\$359,184	-\$249,184
2024	\$220,000	\$213,892	\$6,108
2025	\$220,000	\$97,609	\$122,391
2026	\$220,000	-	

Legal expenditures have increased due in large part to rising costs related to legislated investigations and hearings (PSA/CSPA, OIPRD/LECA, SIU), labour matters and mandated Coroner's Inquests.

In order to safeguard against fluctuations related to unexpected legal costs, in 2009 the Board established a legal fees reserve. For 2025, the Board realized a legal surplus of \$122,391. With the approval of the Board and City Finance, this surplus, along with the budgeted 2025 contribution of \$5,000, has been transferred to the Board's legal fees reserve account which has a current balance of \$371,182. Therefore, the Board will not make an additional contribution to the legal fees reserve in 2026 or 2027.

Other Accounts:

Most other operating accounts remain unchanged from 2026, with the exception of an annual increase related to staff total compensation and an increase related to annual membership costs.

Annual contributions to the Business/Strategic Plan and Recruitment/Consulting reserve accounts remain unchanged from 2026.

Summary

The Board's Finance/Budget Committee and Executive Assistant reviewed the 2027 Board operating budget in early May. The proposed 2027 Board Operating Budget was presented by the Committee to the Board at the April 21st meeting and approved as shown below:

Board Budget	2024		2025		2026	2027	Change	
	Approved	Spent	Approved	Spent	Approved	Approved	\$	%
Account								
Operating Accounts	\$157,742	\$149,503	\$162,516	\$146,251	\$168,751	\$173,828	\$5,077	3.0%
Legal	\$220,000	\$213,892	\$220,000	\$97,609	\$220,000	\$220,000	\$0	0.0%
Total Operating Budget:	\$377,742	\$363,395	\$382,516	\$243,860	\$388,751	\$393,828	\$5,077	1.3%
Reserve Accounts:								
Business Plan	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$0	0.0%
Recruitment/Consulting	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.0%
Legal Fees	\$0	\$0	\$5,000	\$5,000	\$0	\$0	\$0	0.0%
Total:	\$401,492	\$387,145	\$411,266	\$272,610	\$412,501	\$417,578	\$5,077	1.2%
Surplus(Transf to Legal Fees Res)/Deficit:		\$14,347		\$138,656				

#s are rounded which may cause slight variance

Prepared by: Lisa Wilson, Executive Assistant

Reviewed by: Drew Merrett, Chair, Finance/Budget Committee
 Jeff Leal, Member, Finance/Budget Committee



Memo (Public Session)

To: Chair and Members of the Board
From: Lisa Wilson, Executive Assistant to the Board
Date: April 23, 2026
Meeting Date: May 19, 2026
Subject: Public Announcement of the Auction Fund Grant

Excerpt from the Financial Policy regarding the Auction Fund Account, section 15.6:

- c) Grants will be announced in the next open session as well as correspondence with the applicants.

Announcement:

The Police Service Board has approved a \$6,500 Auction Fund grant to the Peterborough Police Service in support of an upcoming Women in Policing Leadership and Development Day.

Lisa Wilson, Executive Assistant to the Board