



# REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD PUBLIC AGENDA

Thursday, July 22, 2021, 9:00 am

Meeting Held By Electronic Participation Only

ZOOM VIRTUAL MEETING

*Due to the efforts to contain the spread of COVID-19, Niagara Regional Police Headquarters will not be open to the public to attend Board meetings until further notice. To view the live-stream meeting proceedings, please visit <https://calendar.niagarapolice.ca/meetings>*

Pages

1. CALL TO ORDER

2. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

3. ADOPTION OF MINUTES

3.1. Minutes of the Public Board Meeting held Thursday, June 24, 2021

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That the Minutes of the Public Board Meeting held Thursday, June 24, 2021 be adopted as circulated.

4. REPORTS FROM BOARD CHAIR

5. REPORTS FROM THE CHIEF OF POLICE

6. PRESENTATIONS

7. CONSENT AGENDA

7.1. Monthly Report -Niagara Regional Police Service - Ongoing COVID-19 Pandemic - July 2021

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Service report dated July 21, 2021 providing the Board with a detailed update regarding the impact of the COVID-19 pandemic on the Niagara Regional Police Service and the actions taken to the mitigate risks.

7.2. Quarterly Report - Special Constables - Brock University Campus Security Services - April 1 to June 30, 2021

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Report dated July 6, 2021 from Ken Chan, Vice President, Administration, Brock University, providing a quarterly report about complaints, use of force, discipline and arrests associated to officers designated as Special Constables while employed with Brock University Campus Security Services.

<b>7.3.</b>	<b>Quarterly Report - NRPS Authorized Strength as at July 1, 2021</b>	<b>25</b>
	Service report dated July 2, 2021 providing a summary of the actual versus the authorized strength by rank/salary band of the uniform and civilian complement of the Niagara Regional Police Service.	
<b>7.4.</b>	<b>Annual Report - Community-Based Crime Prevention - January 1 to December 31, 2020</b>	<b>28</b>
	Service report dated June 28, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 192-2000.	
<b>7.5.</b>	<b>Annual Report - Homicide and Attempted Homicide Investigations - January 1 to December 31, 2020</b>	<b>35</b>
	Service report dated July 7, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 231-2000.	
<b>7.6.</b>	<b>Annual Report - Officer Note Taking - January 1 to December 31, 2020</b>	<b>39</b>
	Service report dated June 22, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 214-2000.	
<b>7.7.</b>	<b>Annual Report - Police Uniforms - January 1 to December 31, 2020</b>	<b>41</b>
	Service report dated July 2, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 259-2003.	
<b>7.8.</b>	<b>Annual Report - Violence and Harassment Prevention in the Workplace - January 1 to December 31, 2020</b>	<b>43</b>
	Service report dated June 25, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 332-2013.	
<b>7.9.</b>	<b>Annual Report - Youth Crime - January 1 to December 31, 2020</b>	<b>45</b>
	Service report dated June 24, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 236-2000.	
<b>7.10.</b>	<b>Canadian Association of Police Governance (CAPG) - Summit Sponsorship Acknowledgement</b>	<b>50</b>
	Letter dated July 6, 2021 from Jennifer Malloy, Executive Director, CAPG, acknowledging the Board's support toward the CAPG's Virtual Governance Summits: "Governance 101: A Refresher for Police Boards and Commissions" held on April 27th, and "Policy Development in Police Governance" held on June 30th.	

**7.11. Health Canada - Medicinal Cannabis Safety Concerns - Response to PSB-NRPS Inquiry** 51

Email dated June 29, 2021 providing a response from Joanne Garrah, Director General, Licensing and Medical Access Directorate, Controlled Substances and Cannabis Branch, Health Canada, to the Board and Service's joint letter dated November 4, 2020 addressed to The Honourable Patty Hajdu, Minister of Health, to request Health Canada address proper regulation of the cannabis industry, specifically with designated medical growers who are operating outside of their medical designations. *(A copy of the PSB/NRPS joint letter is attached for reference.)*

**7.12. Town of Fort Erie - Licensing of Cannabis Operations – Illegal Operations** 58

Letter dated June 22, 2021 from Carol Schofield, Manager, Legislative Services/Clerk, Town of Fort Erie, addressed to The Right Honourable Justin Trudeau, Prime Minister of Canada, to advise of the resolution passed by the Municipal Council of the Town of Fort Erie at its meeting held June 21, 2021 regarding a number of locally identified concerns relating to illegal cannabis grow operations, and to seek resolve by the Federal Government to combat any future illegal cannabis activities.

**7.13. RMON - 2022 Budget Planning and Timetable** 60

Letter dated July 6 , 2021 from Ron Tripp, Acting Chief Administrative Officer, RMON, advising of the Budget Review Committee-of-the-Whole recommendations as approved by Regional Council at its meeting held June 24, 2021 relating to the 2022 budget planning and timetable for Niagara's Agencies, Boards and Commissions (ABC's).

**That the information be received.**

**8. NEW BUSINESS**

**8.1. Capital Project Close Out Report - For the Year 2021** 71

Service report dated July 12, 2021 requesting Board approval to close completed capital projects and return the balance of the funds to their original source.

**That the Board approve the closure of the completed projects identified in the report and the transfer of funds to the Police Capital Reserve, resulting in a net transfer to the Police Capital Levy of \$94,092.25.**

**8.2. Capital Budget and 9-Year Capital Forecast - Budget Year 2022** 73

Service report dated July 12, 2021 requesting the Board approve the proposed 2022 Police Service Capital Budget and 9-Year Capital Forecast. *(A copy of the NRPS 2022 Budget Presentation is attached to the report.)*

That, subject to approval by Regional Council of the consolidated Capital Budget, the Board approve the following with regards to the 2022 Police Service Capital Budget and Forecast:

1. That the 2022 Capital Budget of the Niagara Regional Police Service of \$3,916,900, as summarized in Appendix 1, be approved;
2. That financing in the amount of \$3,916,900 be initiated upon approval of the 2022 Capital Budget and be allocated to the projects as summarized in Appendix 1. *(Financing for the 2022 Capital Budget is from the Police Capital Levy Reserve in the amount of \$1,498,900, from the Vehicles and Equipment Reserve Fund in the amount of \$2,078,000 and from debenture debt in the amount of \$340,000); and*
3. That the 9-Year Capital Forecast be received as a guideline for the development of future Capital Budgets.

**8.3. Purchase Order Issuance to Lightning Equipment Sales Inc.**

116

Service report July 13, 2021 requesting Board approval to issue a purchase order for specialized equipment in the amount of \$200,000 to Lightning Equipment Sales Inc., as the sole source supplier for emergency warning lights, sirens and compartment barriers, in accordance with Board By-law 384-2019, Financial Reporting, Control and Procurement.

**That the Board approve the issuance of a \$200,000 Purchase Order for Lightning Equipment Sales Inc. for the annual purchase of various special equipment installed in police vehicles.**

**8.4. Proposed Amendments to the Administration, Limitations and Guidelines of the Special Fund By-Law**

119

Service report dated July 12, 2021 recommending amendments to the Board's current Administration, Limitations and Guidelines of the Special Fund By-Law to increase the limit of the Special Operating Account from \$75,000 to \$90,000 as well as the disbursement limit authorized by the Chief from \$5,000 to \$10,000 for the same account, and to increase the limit for the General Operating Account from \$50,000 to \$110,000.

**That the Board's Administration, Limitations and Guidelines of the Special Fund By-Law No. 376-2018 be repealed and replaced with the By-law No. 392-2021 as appended to this report;**

**And further, that the Board Chair and Executive Director be authorized to execute the required documentation.**

## 8.5. Special Fund Request - Annual Niagara Golf Marathon

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Service report dated June 4, 2021 requesting the Board approve a donation in support of the Niagara Golf Marathon being held August 17, 2021 at the Royal Niagara Golf Club for fundraising and the proceeds being donated to the Niagara Health Foundation, Community Care of St. Catharines and Thorold, Pathstone Mental Health and Wellspring Niagara. *(The item was deferred from the June 24, 2021 meeting for further review of the Board's Special Fund policy to ensure the funding request meets the guiding principles of the Board's Special Fund By-law.)*

**That the Board authorize a donation in the amount of \$250.00 from the Special Fund for a hole sponsorship in support of the Niagara Golf Marathon fundraising initiative.**

## 8.6. Big Red Meats Fundraising Initiative - Constable Dale Racine Educational Bursary

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Service report dated June 28, 2021 advising the Board of the results of the "Big Red Meats" fundraising initiative held in support of the Constable Dale Racine educational bursary in lieu of the Constable Dale Racine Trivia Night, which was postponed indefinitely due to the COVID-19 pandemic gathering restrictions and is now tentatively scheduled for January 28, 2022.

**That the information be received;**

**And further, that the Board authorize the Service to continue with fundraising efforts for the Constable Dale Racine educational bursary by returning to the Trivia Night fundraiser tentatively scheduled for January 28, 2022.**

## 9. OTHER NEW BUSINESS

## 10. IN CAMERA REPORTS

### 10.1. Special Investigations Unit - Case 20-OOD-355 - Incident of December 3-4, 2020

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Service report dated June 1, 2021 advising that the SIU concluded their investigation in this matter and found no grounds for criminal charges against any police officer, and also advising that in compliance with S.11 of Ontario Regulation 267/10 made under the Police Services Act, the Service completed its review and investigation into this matter and concluded that there are no identified policy/service/officer conduct issues.

**That, in accordance with Board direction, the above noted In Camera report be received for public information.**

## 11. ADJOURNMENT

The Police Services Board will adjourn the public portion of the meeting and reconvene in-camera for consideration of confidential matters pursuant to Section 35(4) of the Police Services Act.



**REGIONAL MUNICIPALITY OF NIAGARA**  
**POLICE SERVICES BOARD**  
**PUBLIC MINUTES**

**Thursday, June 24, 2021**  
**Meeting Held By Electronic Participation Only**  
**ZOOM VIRTUAL MEETING**

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**PSB MEMBERS:**

B. Steele, Chair  
D. Eke, Vice-Chair  
H. D'Angela, Board Member  
B. Gale, Board Member  
K. Gibson, Board Member  
J. Lawson, Board Member  
T. McKendrick, Board Member  
  
D. Reid, Executive Director  
D. Cichocki, Executive Assistant

**NRPS MEMBERS:**

Chief of Police B. MacCulloch  
Deputy Chief B. Flynn, Operational Services  
Deputy Chief B. Fordy, Support Services  
W. Shreve, General Counsel  
Superintendent B. Ash, Emergency Investigative Services  
Superintendent R. Frayne, Operations Support  
Superintendent M. Giannico, District Operations  
Superintendent J. Mackay, Operational Support  
Superintendent D. Meade, Executive Services  
Inspector D. Masotti, Executive Officer to the Chief  
A. Askoul, Director of Information Technology  
D/Sergeant D. Biggar, Executive Officer to Deputy Chief  
G. Holden, Records Manager  
L. Rullo, Finance Manager  
S. Sabourin, Corporate Communications Manager  
M. Asher, Executive Assistant to the Chief

**1. CALL TO ORDER**

The Public Meeting of the Niagara Police Services Board commenced at 9:00 am.

Chair Steele welcomed attendees to the virtual meeting of the Board, which was broadcasted on Zoom and live-streamed on You Tube.

The Board began its meeting by acknowledging the land on which the meeting took place as the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the lands protected by the “Dish with One Spoon” Wampum Agreement and is home to many First Nations, Metis, and Inuit peoples. Acknowledging such reminds us that the great standard of living that we enjoy in Niagara is directly related to the resources and friendships of the Indigenous people who make up our community.

For members of our Indigenous community, it's been a time of reopening wounds and revisiting past atrocities. While we cannot change the past, we look forward to establishing an inclusive future with our Indigenous community. One that acknowledges the truths and sets us on a path of reconciliation to build strong relationships with our Indigenous community on the principles of mutual trust, respect, equity and inclusion.

The Board also extended their sincerest condolences and support to the Muslim community, both in London as well as here in Niagara, as many grieve the tragic deaths of an innocent family. This act of terrorism and Islamophobia is horrific and there is no place for any hate motivated crime in our community.

## **2. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST**

There were no declarations of conflict or pecuniary interest.

## **3. ADOPTION OF MINUTES**

### **3.1 Minutes of the Public Board Meeting held Thursday, May 20, 2021**

Moved by: H. D'Angela

Seconded by: D. Eke

**That the Minutes of the Public Board Meeting held Thursday, May 20, 2021 be adopted as circulated.**

**Carried**

## **4. REPORTS FROM BOARD CHAIR**

**1 District Facility Project** - In lieu of the Joint Steering Committee meeting that was scheduled for June 22, an email update was provided to the Committee members. The Joint Committee is scheduled to meet on July 27 to continue its review of the overall project progress and completion of deficiency work. The next monthly report to the Board is anticipated to be issued in August 2021, which will be the final report closing out the project.

Vice Chair Eke provided a status update to advise that the project is tracking on budget and that the completion date remains anticipated for the end of August. Work on deficient items continue to be conducted on a weekend basis to minimize any disruptions in the operations at 1 District. Deficiencies deemed 'immediate in nature' are addressed by Merit contractors and are usually completed within a few hours or by the following day. The most outstanding deficient item is the dead sod on the site location. Stevensville Landscaping has been requested to replace the sod during the month of September in order to ensure there are no other areas affected during the summer months.

**Canadian Association of Police Governance (CPAG) - Webinar Session & Governance Summit**

The CAPG hosts monthly webinars as part of its educational strategy to keep police boards and police executives across Canada apprised of issues currently impacting the policing community. There is a webinar scheduled for June 24 at 12 noon on the Manitoba Police Act review and recommendations.

The CAPG will hold its second Governance Summit on June 30 from 11 am – 3 pm. The Summit is entitled “Policy Development in Police Governance”. The session will discuss the development of the Toronto Police Services Board’s most significant policies: the Race-Based Data Collection, Analysis, and Public Reporting Policy; and the Body-Worn Camera Policy. All Board members have been pre-registered to participate.

**Upcoming PSB Meetings** - There will be a Bargaining Committee Meeting held in closed session on Thursday, July 8 at 9:00 am. The next regular monthly Board Meeting will be held Thursday, July 22 at 9:00 am. These meetings will be held by electronic participation through Zoom.

**5. REPORTS FROM THE CHIEF OF POLICE**

**Operational Statistics**

*Homicides*

- 2 for this reporting period with a total of 5 for 2021 to-date, compared to year-end totals of 5 in 2020, 7 in 2019, 2 in 2018 and 3 in 2017.

*Attempted Homicides*

- 0 for this reporting period with a total of 0 for 2021 to-date, compared to year-end totals of 3 in 2020, 2 in 2019, 8 in 2018 and 3 in 2017.

**Homicide Incident of May 5, 2021** - Just prior to midnight, uniform officers responded to a report of a disturbance on King Street in Welland. Upon arrival, officers located a 54-year-old male suffering from critical injuries. The male was transported to an out of town hospital for treatment. Investigation determined that the male had been physically assaulted where he was located.

In the days following this incident, a 32-year-old male and a 40-year-old male were arrested and charged with Aggravated Assault. On June 4, the victim succumbed to his injuries and, as a result, the charges against the two accused were upgraded to Second Degree Murder. The Homicide Unit has carriage of this investigation and the matter is now before the courts.

**Homicide Incident of June 9, 2021** - At approximately 11:00 pm, uniform officers were called to a residence on Mathewson Avenue in Fort Erie. Upon arrival, officers located a 54-year-old male without vital signs. The male was subsequently pronounced deceased at the scene. The death was quickly determined to be a homicide and an investigation was commenced accordingly. In the days following this incident, two 29-year-old males from Fort Erie were arrested and each charged with Second Degree Murder. The Homicide Unit has carriage of this investigation and the matter is now before the courts.



*Fatal Motor Vehicle Collisions (MVC)*

- 5 for this reporting period with a total of 9 for 2021 to-date, compared to year-end totals of 16 in 2020, 13 in 2019, 13 in 2018, 16 in 2017, 16 in 2016.

*Life Threatening Motor Vehicle Collision (MVC)*

- 1 for this reporting period.

**Fatal MVC – Incident of May 1, 2021** - Officers responded to a report of a collision involving a 71-year-old female pedestrian and a motor vehicle on Main Street East in Grimsby. Investigation determined that the pedestrian had been struck by a vehicle turning onto Main Street East from a private parking lot. The pedestrian was transported to hospital where she was subsequently pronounced deceased. The investigation into this matter continues by the Collision Reconstruction Unit.

**Fatal MVC – Incident of May 11, 2021** - Officers responded to a report of a single motor vehicle collision on Dorchester Road near Chippawa Parkway in Niagara Falls. Investigation determined that a motor vehicle had left the roadway, collided with a tree and caught fire. The 32-year-old female driver was pronounced deceased at the scene. A 59-year-old male passenger was transported to hospital for treatment of non-life-threatening injuries. The investigation into this matter continues by the Collision Reconstruction Unit.

**Fatal MVC – Incident of May 17, 2021** - Officers responded to a report of an ATV collision at a private property located on Regional Road 55 in West Lincoln. Initial investigation determined that an All Terrain Vehicle was being operated by a 20-year-old female who resided on the property. The ATV struck a tree and the female sustained critical injuries. She was transported to an out of town hospital where she was pronounced deceased. The investigation into this matter continues by the Collision Reconstruction Unit.

**Fatal MVC – Incident of May 25, 2021** - A patrol officer was travelling on Welland Avenue in St. Catharines when he observed a mini motorcycle with no licence plate being operated by a male without a helmet. The officer made a U-turn to follow the motorcycle which turned north onto York Street. A short time later, the motorcycle turned left onto Taylor Street and struck a pole. The male was transported to hospital where he was pronounced deceased. As a result of the interaction between the officer and the deceased male, the SIU was notified and invoked their mandate to investigate. Detectives from the Collision Reconstruction Unit are conducting a parallel investigation into this matter as it pertains to the fatal collision.

**Fatal MVC – Incident of May 31, 2021** – Officers responded to a report of a single motor vehicle collision on Concession Road 5 in West Lincoln. Investigation determined that a motor vehicle was travelling at a high rate of speed when it left the roadway entering a drainage ditch which caused the vehicle to roll. The 23-year-old driver and sole occupant of the motor vehicle was transported to a local hospital where he was pronounced deceased. The investigation into this matter continues by the Collision Reconstruction Unit.

**Life Threatening MVC – Incident of May 30, 2021** – Officers responded to a report of a life-threatening single motor vehicle collision on Regional Road 27 in West Lincoln. Initial investigation revealed that a 63-year-old male was operating his motor vehicle at a high rate of speed when it left the roadway, entered a ditch, and rolled. The male was transported to an out of town hospital with life-threatening injuries where he currently remains. The investigation into this matter continues by the Collision Reconstruction Unit.

## **Enforcement Initiatives**

**Female Arrested in Relation to Stabbing in St. Catharines** – On May 30, uniform officers attended a residence in the area of Niagara Street and North Street in St. Catharines in response to a stabbing. Investigation revealed that a 36-year-old woman was in a dispute with a 59-year-old woman. As a result, the 36-year-old woman hit the 59-year-old woman with a stick multiple times, then proceeded to stab her twice. The victim was transported to an out of region hospital with life threatening injuries, however since, has made a recovery and is now in stable condition. The 36-year-old female was arrested and charged with Assault with a Weapon and Aggravated Assault.

**NRPS Explosives Disposal Unit detonates World War 2 era Munitions Shell in Niagara-on-the-Lake** - On June 1, uniform officers responded to Niagara-on-the-Lake for a possible found explosive. Officers arrived on scene in the area of Lakeshore Road and Old Lakeshore Road and met with a member of the public. Officers learned that the member of the public who was a retired police officer had been using an underwater scope in the shallows of Lake Ontario. Approximately 50 feet into the water, what was believed to be a World War 2 era artillery shell was discovered.

The Service's Explosive Disposal Unit (EDU) responded to the scene and the shell was moved to the beach to be investigated further. The shell had deteriorated significantly over time. At approximately 9:00 pm, out of an abundance of caution, EDU officers used explosives to destroy the shell. The area west of the Niagara-on-the-Lake Range historically was also used for World War 2 era training. With the rich military history in parts of Niagara, members of the public who discover possible explosives or ammunitions should avoid handling any found objects and contact the police immediately.

**Several charges laid following Guns and Gangs Investigation** - Since the beginning of 2021, Detectives with the Niagara Regional Police Service Guns, Gangs and Grows Unit have been conducting an investigation into drug trafficking in the Niagara Region. On June 8, with the assistance of the Emergency Task Unit, a search warrant was executed at a residence in the area of Kenmir Avenue and Tanbark Road in Niagara-on-the-Lake. While entering the home, one of the suspects allegedly discharged a firearm in the direction of officers. A search of the home resulted in the seizure of over 200 grams of fentanyl, with a street value of over \$61,000 along with a firearm.

The investigation led detectives to a second residence in St. Catharines. A third male was arrested at the residence while a Canada Wide warrant was issued for the arrest of another male. At that residence, over 44 grams of fentanyl was seized with a street value of over \$13,000. In all, over \$84,000 in currency was seized. Three individuals were arrested and charged with multiple drug and firearm offences, including Reckless Discharge of a Firearm. Detectives continue to search for a 27-year-old male who is wanted in connection for this incident.

## **6. PRESENTATIONS**

There were no presentations.

**7. CONSENT AGENDA**

**7.1 Monthly Report - Niagara Regional Police Service - Ongoing COVID-19 Pandemic - June 2021**

Service report dated June 23, 2021 providing the Board with a detailed update regarding the impact of the COVID-19 pandemic on the Niagara Regional Police Service and the actions taken to the mitigate risks.

**7.2 Quarterly Report - Administration of the Public Complaints System - January 1 to March 31, 2021**

Service report dated May 18, 2021 submitted in accordance to the quarterly reporting requirements set out in Board By-law 301-2010.

**7.3 Annual Report - Canine Unit - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 316-2012.

**7.4 Annual Report - Collection, Preservation and Control of Evidence and Property - January 1 to December 31, 2020**

Service report dated May 26, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 212-2000.

**7.5 Annual Report - Criminal Harassment - January 1 to December 31, 2020**

Service report dated May 31, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 220-2000.

In response to Member Lawson's question, the Chief provided a further explanation for the number of incidents "not cleared" as detailed on page 3 of the report. He advised that "not cleared" means that there was insufficient evidence to proceed with charges, or that the victim/complainant declines to proceed with charges, or that the investigation was not brought to an acceptable resolution resulting in charges being laid. The Chief will ensure that this information is further detailed in future reports.

**7.6 Annual Report - Emergency Planning - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 248-2000.

**7.7 Annual Report - Hostage Rescue - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 243-2000.

**7.8 Annual Report - Internal Task Forces - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 202-2000.

**7.9 Annual Report - Ontario Sex Offender Registry - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board-By-law 318-2012.

**7.10 Annual Report - Police Response to Emotionally Disturbed, Mental Illness or Developmental Disability - January 1 to December 31, 2020**

Service report dated April 14, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 205-2000.

**7.11 Annual Report - Police Response to High Risk Individuals - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 340-2013.

**7.12 Annual Report - Problem Oriented Policing and Community Patrol - January 1 to December 31, 2020**

Service report dated May 26, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 191-2000.

**7.13 Annual Report - Search and Seizure - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 203/204-2000.

**7.14 Annual Report - Sexual Assault Investigations - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 313-2011.

Member McKendrick referenced the newly created "Niagara Region Sexual Violence Advocate Case Review Program" and the team's review that commenced on May 17. She questioned if there is an update on the results of the review.

Superintendent Ash advised that at this time, there are no updates on the findings of the review. The Service anticipates having results in the next month or two and the information will be reported to the Board when made available.

**7.15 Annual Report - Solicitation/Acceptance of Public Donations, Sponsorships and Private Sector Funding Arrangements - January 1 to December 31, 2020**

Service report dated May 20, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 328-2012.

**7.16 Annual Report - Victims' Assistance - January 1 to December 31, 2020**

Service report dated May 18, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 322-2012.

**7.17 NRPS Crime Reports/Mapping Tool - Disclosure of Information**

Service report dated June 1, 2021 providing the Board with additional information relating to the proper disclosure of information in relation to the NRPS Crime Reports/Mapping Tool, as requested at the April 22, 2021 Board meeting.

In regard to the Niagara Regional Police Service's 98.8% compliance rate by sexual assault offenders in Niagara Region, Member McKendrick questioned if the Service is aware of any compliance rate comparisons among other police services in Ontario.

Deputy Chief Flynn spoke to the matter advising that the Service does not have comparison information from other police services at this time. Service staff will undertake to obtain the information to determine standards across the province and report back to the Board.

**7.18 Ministry of the Solicitor General - Proposed Regulations under the Community Safety and Policing Act, 2019**

Memorandum dated June 14, 2021 from Richard Stubbings, Assistant Deputy Minister, Public Safety Division, Ministry of the Solicitor General, to all Chiefs of Police and Board Chairs, requesting public and stakeholder input on proposed regulations made under the *Community Safety and Policing Act, 2019* (CSPA) as outlined in the communication, which can be submitted by July 26, 2021.

Moved by: B. Gale

Seconded by: K. Gibson

**That the information be received.**

**Carried**

**8. NEW BUSINESS**

**8.1 Budget Planning - 2022 Operating and Capital Budgets**

Service report dated June 15, 2021 providing the Board with a report to initiate the 2022 budget process, approve the 2022 budget timetable as per Region By-law 2017-63 Budget Control, and approve the recommendations that form the guiding principles for the development of the 2022 budget.

Moved by: J. Lawson

Seconded by: T. McKendrick

**That the Board approve the budget timetable in accordance with Niagara Region By-law 2017-63, Budget Control, as outlined in Appendix 1 and 2 of the report;**

**And further, that the Board approve the recommendations set forth by Service staff that are documented in this report which will form the guiding principles for the development of the 2022 budget.**

**Carried**

**8.2 Records Classification and Retention Schedule**

Service report dated June 16, 2021 providing the Board with a fully completed Classification and Retention Schedule in compliance with Adequacy Standard AI-007, which brings the Service in line with current records management standards by adopting a functional based classification system and ensures consistency with the 2019 Retention Toolkit produced by the Law Enforcement and Records {Managers} Network (LEARN) on behalf of the Ontario Association for Chiefs of Police (OACP).

Moved by: D. Eke  
Seconded by: B. Gale

**That the Board accept and append the fully updated Records Classification and Retention Schedule, including Schedule "A" - Business Activities; Schedule "B" - Law Enforcement Activities - Offence & General Investigations; and Schedule "C" - Law Enforcement Activities - Areas and Services/Programs, to Board By-Law 291-2009.**

**Carried**

**8.3 Records Management System (RMS) - Annual Maintenance/Support Renewal - June 1, 2021 to May 31, 2022**

Service report dated June 3, 2021 requesting approval of payment for continuation of the Records Management System annual maintenance and support services being provided to the Niagara Regional Police Service by Versaterm as indicated in the attached invoice and included in the 2021 Technology Services Operating Budget.

Moved by: K. Gibson  
Seconded by: J. Lawson

**That the Board approve payment of Invoice No. 2104-062 in the amount of \$192,078.11, including HST (net of rebates), to Versaterm for continuation of the maintenance/support services being provided for the Service's Records Management System (RMS).**

**Carried**

**8.4 Computer Aided Dispatch (CAD) - Annual Maintenance/Support Renewal - March 1, 2021 to February 28, 2022**

Service report dated June 3, 2021 requesting approval of payment for continuation of the Computer Aided Dispatch annual maintenance and support services being provided to the Niagara Regional Police Service by Versaterm as indicated in the attached invoice and included in the 2021 Technology Services Operating Budget.

Moved by: T. McKendrick  
Seconded by: H. D'Angela

**That the Board approve payment of Invoice No. 2012-024 in the amount of \$274,589.18, including HST (net of rebates), to Versaterm for continuation of the maintenance/support services being provided for the Service's Computer Aided Dispatch (CAD) System.**

**Carried**

**8.5 Special Fund Request - Annual Niagara Golf Marathon**

Service report dated June 4, 2021 requesting the Board approve a donation in support of the Niagara Golf Marathon being held August 17, 2021 at the Royal Niagara Golf Club for fundraising and the proceeds being donated to the Niagara Health Foundation, Community Care of St. Catharines and Thorold, Pathstone Mental Health and Wellspring Niagara.

After a general discussion, the Board decided to defer the matter for further review of the Board's Special Fund policy to make sure the funding requests meets the guiding principles of the Board's Special Fund By-law.

Moved by: D. Eke

Seconded by: B. Gale

**That the report be deferred to the July 22, 2021 Board meeting for consideration.**

**Carried**

**9. OTHER NEW BUSINESS**

There was no other new business raised or discussed at the meeting.

**10. IN CAMERA REPORTS**

**(FOR PUBLIC RELEASE FROM THE APRIL 22, 2021 AND MAY 20, 2021 CONFIDENTIAL MEETINGS)**

**10.1 Contract Renewal for Audit Services - PSB Special Funds Account and NRPS Financial Operations**

Service report dated April 9, 2021 advising the Board of the Region's proposal to extend the five-year contract for audit services awarded to Deloitte LLP (which expired on March 31, 2021), for a further two-year period and seeking approval to exclude the two Police Board/Service audits from the contract extension.

The Board approved the following motion at its April 22, 2021 Board Meeting:

1. *That Service staff seek a separate auditor from the Region appointed auditor to perform a specified procedures audit for the Board's Special Bank Accounts for the calendar years ending December 31, 2021 and 2022; and*
2. *That the Service continues to receive a report on the Region's consolidated audit findings and management points in place of a full financial statement audit of the Niagara Regional Police Service; and*
3. *That the Service revisit this item in two years when the Region is preparing to tender for external audit; and*
4. *That the item be reported back on the Public Agenda.*

**10.2 Special Investigations Unit (SIU) - SIU Case Number 21-OCD-018 - Incident of January 13, 2021**

Service report dated April 20, 2021 advising that the SIU concluded their investigation in this matter and found no grounds for criminal charges against any police officer, and also advising that in compliance with S.11 of Ontario Regulation 267/10 made under the Police Services Act, the Service completed its review and investigation into this matter and concluded that there are no identified policy/service/officer conduct issues.

Moved by: K. Gibson

Seconded by: J. Lawson

**That, in accordance with Board direction, the above noted In Camera Reports be received for public information.**

**Carried**

**11. ADJOURNMENT**

The Public Meeting adjourned at 10:10 am.

The Police Services Board adjourned the public portion of the meeting and reconvened in-camera for consideration of confidential matters pursuant to Section 35(4) of the Police Services Act.

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William C. Steele, Chair

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Deb Reid, Executive Director





# **NIAGARA REGIONAL POLICE SERVICE**

## **Police Services Board Report**

### **PUBLIC AGENDA**

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**Subject:** Niagara Regional Police Service – Ongoing COVID-19 Pandemic  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-07-21

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### **Recommendation(s)**

**That the Niagara Police Services Board receive this report respecting the Niagara Regional Police Service (NRPS) and the ongoing COVID-19 Pandemic.**

### **Key Facts**

- In the latter part of 2019 and into 2020, local, national, and international media outlets were reporting of a new identified virus commonly termed as COVID-19 spreading amongst the population in China. It was indicated that COVID-19 had a higher mortality rate than the flu and was quickly identified as a serious concern internationally by the World Health Organization.
- In January 2020, the first identified case of COVID-19 was detected in Canada, and in early March 2020, Canada recorded its first COVID-19 related death.
- On March 17, 2020, the Provincial Government declared a state of emergency and issued its first Emergency Orders pursuant to the Emergency Management and Civil Protection Act (EMCPA) due to the impact of COVID-19.
- In anticipation of the March 17<sup>th</sup> EMCPA declaration by the Provincial Government, the Service had already activated a Pandemic Business Continuity Committee consisting of Service members. The Committee, which meets regularly or when necessary, updated the Services Pandemic Business Continuity Plan, which serves as a blue print for the Service's response to the ever evolving pandemic.
- On April 23, 2020, the Police Services Board (PSB) passed a motion endorsing the COVID-19 Information Sharing Protocol that provides the Service with clear direction on the Board's expectations with respect to ongoing communication. As the pandemic significantly continues to affect the Niagara community, the Service will regularly update the Board, by way of a PSB report, at its regularly scheduled Board meetings. The updates will pertain to the impact of COVID-19 upon the NRPS, and actions taken to mitigate risks.

### **Financial Considerations**

- None

## Analysis

The NRPS continues to manage and adapt to the ever-changing reality of the COVID-19 pandemic and the impact it is having on Service members and the community.

As last reported by way of PSB report for the June 24, 2021 PSB monthly meeting, the Niagara Region was in Step One of the three-step “Roadmap to Reopen” plan established by the provincial government. Step One of the plan focused on resuming outdoor activities with smaller crowds and limited retail store operations. However, on June 30, 2021, the Ontario government moved the province into Step Two of the plan citing improvement in key public health and health care indicators as well as the province wide vaccination rate surpassing the targets outlined in the province’s Roadmap to Reopen plan. Step Two allowed for indoor gatherings of up to 5 people, outdoor organized events of up to 25 people, and outdoor dining with up to 6 people per table. Additionally, at this time, Niagara Region’s Acting Medical Officer of Health, Dr. Mustafa Hirji, lifted the Section 22 Order that limited outdoor dining to household members only.

On July 16, 2021, with the continuing improvement in key public health and health care indicators, including surpassing requisite vaccination rates, the government moved the province into Step Three of the Roadmap to Reopen plan. Step Three allows for up to 100 people for outdoor gatherings, 25 people for indoor gatherings, no limits on the number of people per table at a restaurant or bar and allows for the indoor opening of fitness facilities with up to 50% capacity.

While the Service supports all measures necessary to limit the spread of COVID-19 in our community, our enforcement efforts continue to focus on the 4 E’s – Engage (with the individual), Explain (why we are there), Educate (on the rules and regulations), and Enforce (as a last resort).

The Service, in keeping with Step Three provincial restrictions and in consultation with the NRPS Occupational Health and Safety Coordinator, re-opened its fitness facilities on July 16, 2021. The opening of the fitness facilities was done with proper sanitation practices put in place of which includes a reduced capacity limit of 50%.

As it pertains to remote work assignments, all senior leadership members of the Service returned to the workplace on July 5, 2021. As for all other members of the Service who are currently working remotely, they will be returning to the workplace effective Monday, July 26, 2021. This due to the decreasing COVID-19 case counts, and the increasing number of fully immunized people.

At this time, all other existing safety measures in the workplace will remain in place. This includes physical distancing requirements, daily use of the member self-screening tool, proper sanitizing of work stations, and the appropriate use of PPE, including the wearing of surgical masks within all police facilities.

As previously reported for the June 24, 2021 PSB monthly meeting, the Service to date had 30 members test positive for COVID-19. Fortunately, the Service has had no additional members test positive for COVID-19 as of the date of this report. The 30 members testing positive is in addition to 8 recruit members who previously tested positive for COVID-19 which was connected to the outbreak at the Ontario Police College (OPC) that affected well over 100 students and instructors back in March and April of this year.

Life within the Niagara Region while moving closer to “normal”, is still being impacted by the COVID-19 pandemic. Provincial and Public Health officials continue to urge all Ontarians to get vaccinated as soon as they can, and to receive their second dose as soon as they are eligible to ensure maximum protection against COVID-19. Provincial and Public Health authorities also continue to stress physical distancing, frequent handwashing, respiratory etiquette, and the wearing of face coverings or masks when physical distancing cannot be achieved. The Service continues to encourage members to observe these same safety measures, both in the workplace, as well as in their personal lives when off-duty.

The Service’s Pandemic Business Continuity Committee continues to meet regularly to evaluate and determine how to adapt to the continuously changing restrictions. The NRPS continues to be vigilant and methodical in its approach to ensure the safety of all Service members. The Service remains flexible and adaptable to changing circumstances, based on a combination of government and public health direction and will continue to closely monitor what is occurring in the community.

The Service continues to work closely with its Emergency Services Partners at Fire and EMS, local municipalities, the Region, and Public Health, in participating in the Emergency Operations Centre (EOC) to help guide the Service through these times.

The NRPS to date has issued 188 Provincial Offence Notices for failing to comply with Orders. Additionally, the Service has issued 287 Quarantine Act charges to date when called to international border points in Niagara Falls, Niagara-on-the-Lake and Fort Erie. These charges pertain to violations of the Federal Quarantine Act by citizens entering Canada from the United States and not being compliant with the Act. Further, the Service has received a total of 2973 COVID-19 specific calls for service related to Emergency Management and Civil Protection Act, Reopening Ontario Act, and Quarantine Act Orders.

The Service continues to maintain an adequate supply of PPE, including N95 and surgical masks, gloves, hand sanitizer, and wipes. The supply chains for PPE continues to be monitored and assessed to ensure that the NRPS is well positioned for any future possibilities.

Since the start of the pandemic, the Service has been able to maintain adequate staffing levels and has not had to cancel any scheduled time off of members.

In terms of calls for service, the Service in the last month has been trending slightly above pre-pandemic levels. Additionally, there has been no significant deviation of calls for service in respect to any geographic area within the Region, or in relation to any particular vulnerable group, or any serious breaches of the peace related to the pandemic.

In an effort to safeguard and ensure that members have the most current and accurate information, Chief MacCulloch has sent out 130 Service wide email messages as it pertains to COVID-19 and will continue to do so as the situation evolves.

While it is encouraging to see that vaccine rates are rising and new cases of the virus are declining in Niagara, the new variants of concern remain active in our community and we must continue to be vigilant by wearing all appropriate PPE and complying with Public Health recommendations.

All members of the Service, sworn and civilian continue to do an outstanding job during this unprecedented challenge, and their ongoing dedication and professionalism as they continue to serve the community is recognized and appreciated.

### **Alternatives Reviewed**

To not receive this report.

### **Relationship to Police Service/Board Strategic Priorities**

To provide Service members with the necessary resources to adequately and effectively deliver the quality of policing that Niagara expects and enjoys. To recognize that the NRPS must be mindful of the health and psychological wellness needs of its members that are faced on a daily basis, especially now in the throes of a pandemic. And in light of COVID-19, taking necessary actions to mitigate risks to Service members and members of the public.

### **Relevant Policy Considerations**

Not Applicable

### **Other Pertinent Reports**

Not applicable.

This report was prepared by Dave Masotti, Inspector, Chief's Office and reviewed by Bryan MacCulloch, Chief of Police.



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

**Appendices – N/A**



## Campus Security Services

**Brock University**  
Niagara Region  
1812 Sir Isaac Brock Way  
St. Catharines, ON  
L2S 3A1 Canada  
T 905 688 5550 x 4300  
F 905 688 6402  
www.brocku.ca

### REPORT OF THE BROCK UNIVERSITY CAMPUS SECURITY SERVICES

TO

### THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD

**Date of Report:** July 6, 2021

**Date of Board Meeting:** July 22, 2021

**Chair Bill Steele  
and Members of the  
Regional Municipality of Niagara Police Services Board**

**Reference:** Quarterly Report on Brock University Special Constables

**Recommendation:** Receive for Information

#### **Background:**

On January 29, 2004 in recognition of the ongoing formal relationship between the Regional Municipality of Niagara Police Services Board and Brock University, the Chair of the Board and the President of the University entered into an official protocol agreement.

In particular, the protocol addresses the requirement of the University to supply information to the Board, on a quarterly basis, pertaining to complaints, use of force, discipline and arrests associated to the officers designated as Special Constables (Article 27). At present, there are twelve members who have Special Constable status while on the University property. In compliance with this mandated accountability, the following information is provided for the Board's consideration:

#### **COMPLAINTS**

During the 2nd quarter of 2021, there were no reports of inappropriate conduct, during the exercise of their official duties, alleged against any Special Constable or member of Campus Security Services.

## **USE OF FORCE**

During the 2nd quarter of 2021, the Special Constables and members did not require the need to utilize a use of force option.

## **DISCIPLINE**

During the 2nd quarter of 2021, there were no occurrences that resulted in discipline against any member of the Campus Security Services.

## **MONTHLY STATISTICS**

Campus Security Services produces a statistical chart which captures our calls for service and crime stats. The types of calls and the number of them change considerably depending on the timing within the school year. Attached are the statistics for the 2nd quarter of 2021 (April, May, and June). The statistical chart also displays the same quarter in year 2020 for comparative purposes.

**Relevant Policy Considerations:** Protocol agreement between the Niagara Regional Police Service and Brock University

**Cost of Recommendations:** Nil

**Alternative Options:** Not Receive Report

**Reasons for Recommendation:** Compliance with quarterly reporting requirements of Board and University protocol agreement.

**Prepared and approved by:**



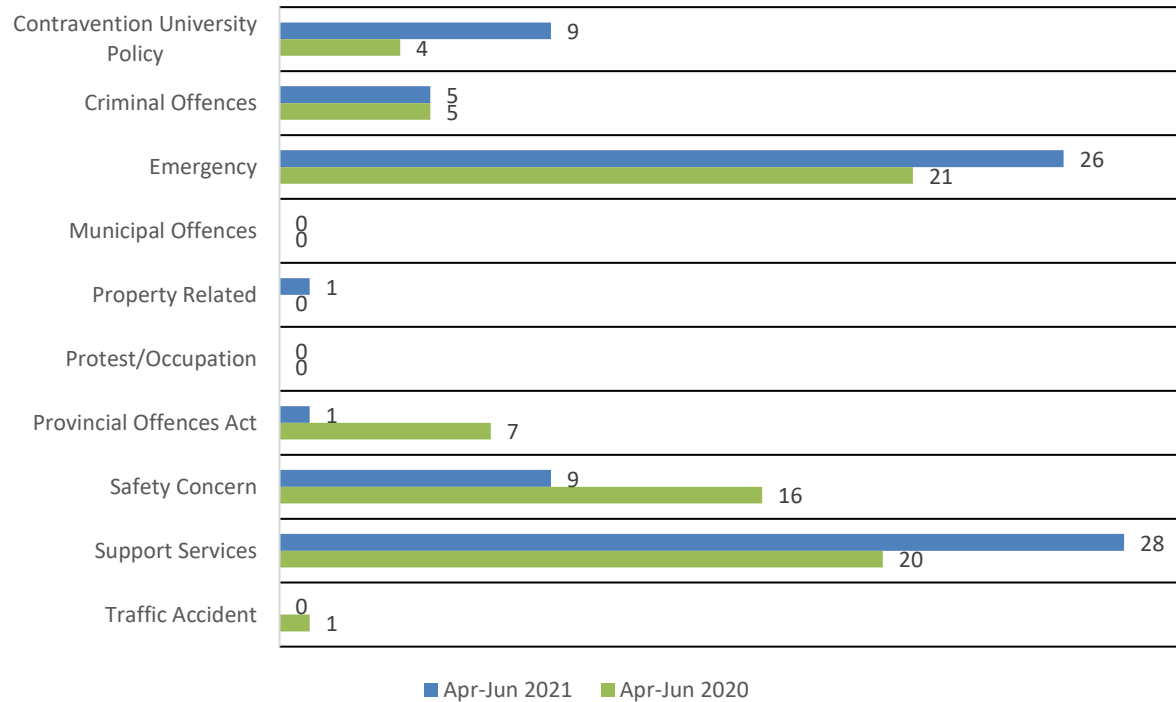
**Donna Moody, Director  
Campus Security Services  
Brock University**

**Respectfully submitted by:**



**Ken Chan, Vice-President  
Administration  
Brock University**

## Brock University Campus Security Services 2nd Quarter Report April - June 2020 vs 2021







## **NIAGARA REGIONAL POLICE SERVICE**

### **Police Services Board Report**

#### **PUBLIC AGENDA**

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**Subject:** Quarterly Report – NRPS Authorized Strength as at July 1, 2021  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-07-02

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#### **Recommendation(s)**

**That the Niagara Police Services Board receives this report for information.**

#### **Key Facts**

- The purpose of this report is to provide the Board with a summary of actual versus authorized strength by rank/salary band of the uniform and civilian complement on a quarterly basis.
- This report is for the quarterly periods ending April 1 and July 1, 2021.
- The Service Executive Leadership Team is provided an authorized strength analysis on a monthly basis.

#### **Financial Considerations**

There are no financial implications relating to the recommendation contained in this report.

#### **Analysis**

In 2015, following a staffing and workload review, the Niagara Police Services Board requested that the Chief of Police provide a quarterly report to the Board of actual versus authorized strength, by rank/salary grade for all uniform and civilian positions. In addition to the authorized strength, there are thirteen uniform pre-hire positions included in the annual budget to mitigate the impact of retirements on front line operations.

The quarterly report for the period ending April 1, 2021, and the period ending July 1, 2021 is in the chart below:

	Authorized as of April 1	Actual as of April 1	Authorized as of July 1	Actual as of July 1
Chief of Police	1	1	1	1
Deputy Chiefs	2	2	2	2
Superintendents	5	5	5	5
Inspectors	14	14	14	16
Staff Sergeants	29	30	29	30
Sergeants	110	111	110	110
Constables	599	589	599	601
Prehires/Recruit Officers in Training	13	14	13	10
<b>Uniform Total</b>	<b>773</b>	<b>766</b>	<b>773</b>	<b>775</b>
Civilian SOA Band 11	1	1	1	1
Civilian SOA Band 10	0	0	0	0
Civilian SOA Band 9	2	1	2	1
Civilian SOA Band 8	5	5	5	5
Civilian SOA Band 7	1	1	2	1
Civilian SOA Band 6	4	3	3	3
Civilian SOA Band 5	0	0	0	0
Civilian SOA Band 4	0	0	0	0
Civilian SOA Band 3	0	0	0	0
Civilian SOA Band 2	1	1	1	1
Civilian SOA Band 1	4	4	4	4
Civilian NRPA Band 11	20	20	20	20
Civilian NRPA Band 10	64	65	64	65
Civilian NRPA Band 9	78	78	78	78
Civilian NRPA Band 8	18	19	18	19
Civilian NRPA Band 7	20	19	28	26
Civilian NRPA Band 6	51	40	43	35
Civilian NRPA Band 5	33	38	33	36
Civilian NRPA Band 4	17	17	17	17
Civilian NRPA Band 3	2	2	2	1
Civilian NRPA Band 2	0	0	0	0
Civilian NRPA Band 1	0	0	0	0
<b>Civilian Total</b>	<b>321</b>	<b>314</b>	<b>321</b>	<b>313</b>
<b>Service Total</b>	<b>1094</b>	<b>1080</b>	<b>1094</b>	<b>1088</b>

## **Alternatives Reviewed**

The only alternative is for the Board not to receive this report.

## **Relationship to Police Service/Board Strategic Priorities**

This report is being provided for information purposes at the request of the Board.

## **Relevant Policy Considerations**

Police Services Act.

## **Other Pertinent Reports**

7.6.2021.02.25 - Quarterly Report – NRPS Authorized Strength as at January 27, 2021

*This report was prepared by Cheryl Pathe, EIS Coordinator, reviewed by Linda Blood, Manager, Human Resources and Todd Waselovich, A/Superintendent Executive Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.*



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### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices**

Not applicable.



## **NIAGARA REGIONAL POLICE SERVICE Police Services Board Report**

### **PUBLIC AGENDA**

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**Subject:** Annual Report – Community-Based Crime Prevention  
January 1 to December 31, 2020

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-06-28

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### **Recommendation(s)**

**That the Niagara Police Services Board receives this report for information.**

### **Key Facts**

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 192-2000 – Community-Based Crime Prevention.
- The Chief is required to make a written annual report to the Board with respect to community-based crime prevention.
- This report provides a summary of requirements to ensure the Service is in compliance with the By-Law.

### **Financial Considerations**

Not Applicable.

### **Analysis**

By-Law 192-2000, a By-Law respecting community-based crime prevention, was enacted as a result of Provincial Adequacy Standards Regulation CP-002, which requires the Chief to make a written report to the Board annually in respect to community-based crime prevention initiatives. The report shall include:

- a) a summary of the written procedures concerning community-based crime prevention initiatives;
- b) the status of Service compliance with the said procedures;
- c) a summary of current crime prevention initiatives and an indication of their success; and
- d) a summary of current concerns, as voiced by the community through the community partnership initiatives.

The following is a detailed response to each of the above noted requirements:

- a) summary of the written procedures concerning community-based crime

prevention initiatives.

General Order 149.04 provides direction on a police officer's duties including "crime prevention". Section 42(1) of the Police Services Act of Ontario, R.S.O. 1990, establishes specific statutory duties for police officers that include: preventing crimes and other offences and providing assistance and encouragement to other persons in their prevention.

b) the status of Service compliance with the said procedures.

The Service is committed to working, wherever possible, with municipalities, school boards, community organizations, neighbourhoods, businesses, and neighbouring municipalities or jurisdictions to develop and implement community-based crime prevention initiatives. The Service ensures the community-based crime prevention initiatives are consistent with the Ontario Mobilization and Engagement Model of Community Policing. The current pandemic and associated restrictions greatly curtailed proactive crime prevention initiatives throughout 2020. These restrictions also contributed to the cancellation of crime prevention based educational opportunities such as the CPTED (Crime Prevention Through Environmental Design) course.

c) a summary of current crime prevention initiatives and an indication of their success.

The following is a summary of crime prevention initiatives during 2020:

School Resource Officers – School Resource Officers are involved with students in the Niagara Region from grades 9-12. They are a physical presence in the schools to positively impact at risk youth through community engagement. Due to the COVID-19 Pandemic, throughout 2020, officers adapted their model to online presentations and virtual engagement to students from grade 7-12. Officers also assisted outside of the school to address concerns throughout the region.

In September 2020, the School Resource Officer program was paused by the District School Board of Niagara to allow for a review and community consultation. This pause remains in effect at the time of this report.

Project Impact - This partnership program with Brock University and the District School Board of Niagara engages youth at St. Catharines Collegiate Secondary School. Students interact with officers, enjoy sports, and participate in lectures and demonstrations conducted by School Resource Officers and other Service members. An average of 165 to 175 students participate in this program each session. The attendees also earn volunteer hours. This partnership has proven beneficial for youths at risk for involvement in crime.

## **1 District – St. Catharines and Thorold**

**Foot Patrol:** In 2020, two officers were dedicated to foot patrol in the downtown core of St. Catharines with an additional two officers deployed at various times throughout the year in a temporary capacity. Foot patrol officers adjusted their regular patrol duties to include enforcement and education of COVID-19 regulations with businesses and visitors to the downtown area. Foot patrol officers also assisted with COVID-19 compliance checks throughout St. Catharines and Thorold. Officers walked a total of 391 hours of patrol with the remainder of the time in marked vehicles assisting with calls in the downtown core as well as the Queenston Street area. Foot patrol officers assisted or generated 380 calls for service resulting in 38 arrests, 12 Provincial Offence Notices, and performed five NARCAN rescues.

Foot patrol increased to include the Queenston Street area in 2020. This expansion was met favourably by the residents and businesses in the area. Officers also began regular visits to community support agencies such as the Breakfast Club, Start Me Up Niagara, and the Out of the Cold Program. These community agencies reacted favorably to officers attending and have reported a reduction in crime (i.e., drug dealing, assaults, etc.) and disturbances around the centres. Clients of these programs have also expressed their appreciation for police attendance.

**Southridge Shelter Initiative:** On September 21, 2020, 1 District began an Officer Liaison program at the Southridge Shelter on Glenridge Avenue in St. Catharines. A member of each of the four platoons was identified and attended the shelter on a regular basis during the six-month initiative. As of December 31, 2020, officers have made 40 documented visits to the shelter. During this time, 34 calls for service were diverted from general patrol. Officers spent a cumulative total of 28 hours at the shelter dealing with residents and staff.

As a result of police interactions; residents, staff, and volunteers have reported a sense of calm and safety. Staff have also reported that the residents have a greater feeling of respect, appreciation, and trust with police.

**Queenston Street Trespassing/Vandalism/Drug Use:** Places of Worship in the Queenston Street area reported to police an overwhelming problem with trespassing, encampments, vandalism, and drug use on their properties. Police engagement greatly reduced the unwanted behaviour with limited use of enforcement actions under the Trespass to Property Act and Criminal Code over the course of several weeks. The positive effects of this action have continued and have been met with appreciation by members of the community. As part of this initiative, police worked with Niagara Assertive Street Outreach to offer those experiencing homelessness opportunities to move to transitional and permanent housing.

**Project Compliance:** This annual initiative known as “South End Student Noise Initiative” has operated yearly since 2006 and was re-branded in 2020 as “Project Compliance”.

The Thorold Town & Gown Committee comprised of members of the community including Brock University and the Service was focused on COVID-19 restrictions and compliance. This initiative was planned and implemented as a cost shared project between Brock University Off-Campus Living and the Service. Post-secondary student house parties were specifically targeted to prevent the spread of COVID-19. Through university education and social media platforms, students living off campus were encouraged to refrain from holding or attending parties during Homecoming Week and into the fall. Officers and Thorold By-Law officers provided additional enforcement presence to discourage gatherings.

**St. Patrick's Day Off Campus Living Noise Patrol:** This initiative was a joint project with Brock University Off-Campus Living and 1 District. Uniform officers identified St. Patrick's Day student party houses in the south end of St. Catharines and Thorold before the event. Residents were visited and issued verbal warnings that inappropriate behaviour would not be tolerated. This year, due to the Provincial Wide Lockdown, student numbers were noticeably down. Officers did affect two arrests during St. Patrick's Day and several Provincial Offence notices were issued under the Nuisance By-Law.

**Project Sunset - Platoon Initiative:** This initiative was focused on problems encountered by people from areas in lockdown attending the Niagara area beaches. This initiative was organized with the assistance of the Traffic Enforcement Unit and St. Catharines By-Law Enforcement and focused on noise, impaired driving, HTA offences, and COVID-19 related municipal By-Laws. This project was highly effective and addressed numerous citizen complaints.

## **2 District - Niagara Falls and Niagara on the Lake**

**Operation TSR:** This initiative was created in response to repeated complaints of excessive noise, speeding, and dangerous driving pertaining to car meets on Thorold Stone Road in Niagara Falls. This initiative was conducted on Wednesday nights, primarily throughout the months of July and August 2020. Checks of the area continued through the year with most activity and enforcement taking place in the summer. A total of 22 Provincial Offence Notices were issued for various infractions.

**Foot Patrol Initiative:** In response to incidents of unwanted persons, pan handlers and COVID-19 related calls for service involving social distancing within the Casino District area, foot patrols were initiated with the main objective of having visible officer presence within the community. A total of 556 foot-patrols were conducted within the Casino District and Clifton Hill areas. The business community and residents applauded this initiative and expressed an increased feeling of safety.

### **3 District - Welland and Pelham**

**Downtown Core Visibility:** Platoons continued to set initiative goals to address drug activity, loitering, and trespassing around the area of East Main Street, which included businesses around the downtown core, including the courthouse and city hall.

**Vacation Rental Property Initiative:** Numerous complaints were received with respect to a vacation rental property causing issues with local neighbours. This joint project with the city resulted in the suspension of a property used as a vacation rental.

**Foot Patrol Initiatives:** Throughout the year officers spent time in visible areas in the downtown area of Welland and Pelham Town Square. Numerous compliments were received from local businesses and residents.

**ATV Patrols of St. Lawrence Seaway Property and Surrounding Areas:** The targeted areas included Hunters Point, Seaway service roads and both east and west sides of the canal. Uniformed Officers utilized ATVs along seaway property enforcing the Criminal Code of Canada, the Highway Traffic Act, and Trespass to Property Act.

### **5 District - Fort Erie**

**Cottage Checks:** Officers utilized ATVs to conduct cottage checks along the Lake Erie shoreline, patrol the Friendship Trail, and local golf courses to address snow machines and off-road vehicles that may be causing damage. Officers issued Part I offence notices under the Trespass to Property Act and the Off-Road Vehicles Act. The checks consisted of ensuring doors were locked with no obvious signs of damage or break in. Cottage check placards were left behind for owners to inform them that officers conducted a premise check of their home.

**Residential Break and Enters:** February through June 2020, the Town of Fort Erie experienced approximately 60 break and enters in the area of Central Avenue and Bertie Street to residences, garages, and sheds. Many of the offences were committed with the occupants inside the residences at the time. The Fort Erie Detective Office began an investigation utilizing foot patrols, bike patrols, static surveillance, and several other investigative strategies. At the conclusion of the project, Detectives were able to identify a suspect who was arrested and charged with 12 offences directly related to 7 of the break and enters. Since this arrest, the community has not had any similar patterns of break and enters in that area.

**Licensed Premise Checks:** Officers conducted proactive inspections and enforcement of licenced establishments throughout the year. A dedicated approach was conducted during the months of July and August centering in the area of licenced establishments in Crystal Beach. With the addition of hundreds of seasonal residents in this area, underage drinking and property damage occurs. An increase of reports of intoxicated individuals and impaired drivers are also received. This proactive initiative was very well received by the licenced establishment owners in Crystal Beach. Additionally, the District Commander received compliments on the officer's presence, enforcement, and education.



## **6 District - Port Colborne and Wainfleet**

**Project Safe Streets:** Officers participated in this project from January through March, conducting compliance checks on persons that were bound by terms of Release Orders/Probation Orders and apprehending wanted persons within the community. This also increased police presence in identified areas of concern relating to potential criminal activity. As a result of this project, 23 arrests were made in relation to wanted persons or people failing to comply with conditions of their Release Orders. Numerous address verifications were also conducted to ensure compliance with specific conditions.

**Foot Patrol:** This was a community engagement initiative with its primary goal to strengthen community and police relations. Enforcement resulted in the issuance of several Provincial Offence Notices and the arrest of wanted individuals in addition to intelligence gathering. Social media was used to highlight these foot patrols to bring additional community awareness to police efforts.

**Lock It or Lose It:** Officers participated in the "Lock It or Lose It" campaign during various times throughout 2020. Officers attended local arenas, shopping plazas, and residential apartment buildings in an effort to educate the public about the importance of removing or securing valuables within motor vehicles. Officers engaged with the community through face to face conversations, handing out pamphlets, and posting information on social media. Community members were appreciative of the crime prevention information provided and the extra efforts police were taking to ensure the community and their property were safe.

**ATV Patrols:** ATV patrols were utilized to provide officer presence and enforcement in rural areas, open areas, and those trails normally accessed by members of the public. ATV officers conducted cottage checks along the Lake Erie shoreline, patrols along the Friendship Trail, St. Lawrence Seaway properties and areas of concern reported by the community. Officers would enforce offences under the Trespass to Property Act and the Off-Road Vehicles Act. The cottage checks consisted of ensuring doors were locked with no obvious signs of damage or break ins. Cottage check placards were left for owners to inform them that officers had conducted a premise check of the dwelling and served notice that officers were active in the area conducting these patrols. Social media was used to inform the public of this initiative which received positive feedback.

## **8 District - West Niagara (Grimsby, Lincoln, and West Lincoln)**

**Lock it or Lose It:** In the fall of 2020, officers attended various neighborhoods conducting foot, bicycle and vehicle patrol to deter thefts from unlocked vehicles. Officers distributed Lock it or Lose It cards and identified various insecure vehicles and residences.

**Bicycle Patrols:** Bicycle trained officers spent time in the communities in West Niagara to interact with members of the public.

- d) a summary of current concerns, as voiced by the community through the community partnership initiatives.

The Service regularly monitors and evaluates the effectiveness and on-going need for community-based crime prevention initiatives in collaboration with municipalities, school boards, businesses, and community organizations. Property crime and crime prevention strategies remain a community concern. Crime prevention and engagement initiatives with youth also continue to be a concern. Crimes related to the societal issues of illicit drug use are an ever-growing community concern. The Service remains cognizant of these issues and strives to address them through continued collaboration with community stakeholders and continuing with proactive community-based crime prevention.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Police Service/Board Strategic Priorities**

To comply with the provisions of the Niagara Regional Police Services Board By-Laws and to maintain compliance with the Provincial Adequacy Standards Regulation CP-002.

### **Relevant Policy Considerations**

By-Law 192-2000, Crime Prevention

General Order 149.04 Community Patrol and Problem Oriented Policing.

### **Other Pertinent Reports**

162-2020 Annual Report - Crime Prevention January 1, 2019 to December 31, 2019.

*This report was prepared by Sergeant Erin Madill, Community Engagement Unit, reviewed by Inspector Patrick McCauley, #3 District Commander and Marco Giannico, Superintendent, District Operations and recommended by Brett Flynn, Deputy Chief of Police, Operational Services.*



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### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

Not Applicable.



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

### PUBLIC AGENDA

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**Subject:** Annual Report – Homicide and Attempted Homicide Investigations  
January 1 to December 31, 2020

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-07-07

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### Recommendation(s)

**That the Niagara Police Services Board receive this report for information.**

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 231-2000 – Investigation into Homicides.
- The Chief is required to make a written annual report to the Board with respect to Homicide Investigations.
- This report is submitted to the Board for review and consideration of information relating to the Service's response to Homicide Investigations.

### Financial Considerations

There are no financial implications relating to the recommendations contained within this report.

### Analysis

In accordance with By-Law 231-2000, the Chief shall make a written report to the Board on or before August 30 of each year in respect of homicide and attempted homicide investigations. The report shall include:

- a) A summary of the written procedures concerning homicide and attempted homicide investigations;
- b) Confirmation that the procedures are in compliance with the Ministry's designated Ontario Major Case Management Manual;
- c) The status of Service compliance with the procedures; and
- d) A summary of training given to Members regarding homicide and attempted homicide investigations.

This Board report will outline each of the above and confirm our compliance with the By-Law:

- a) *“.... a summary of the written procedures concerning homicide and attempted homicide investigations....”*

General Order – 026. 09 – Homicide Unit, was prepared and approved to comply with both the Provincial Adequacy Standards Regulation, Law Enforcement 039 – Homicide Investigations, and the Ontario Major Case Management (OMCM) Manual. This Order directs that the Homicide Unit must undertake investigative responsibility for all homicides and states, in part: “all homicides within the Region of Niagara; the direction, management, and administration and investigation of all assaults where death is imminent; sudden deaths of persons in police custody; missing persons (suspicious circumstances); or any criminal offence designated by the Chief of Police or designee.”

Responsibility for attempted murder investigations are detailed in General Order – 095.10 – Major Incidents and Routine Criminal Investigations. This Order directs that: “personnel of the District Detective Office shall be responsible for conducting investigations including attempted murders.”

- b) *“.... confirmation that the procedures are in compliance with the Ministry’s designated Ontario Major Case Management Manual....”*

Ontario Regulation 354/04 pursuant to the Police Services Act makes it mandatory for officers to manage and investigate designated major cases in accordance with the OMCM Manual. Homicides and attempted homicides are designated major cases.

General Order 202.06 – Major Case Management (MCM) directs members to adhere to MCM Standards. MCM Standards along with the PowerCase software were developed to ensure effective management of defined major cases.

Training to ensure compliance with the manual is also extensive and mandatory for homicide investigators and other investigators likely to be involved in homicide cases or incidents that require investigation using the MCM System.

- c) *“.... the status of Service compliance with the procedures....”*

Policies and procedures continue to comply with the standards set out by the OMCM Manual. On December 1, 2017, a revised version of the OMCM Manual was issued and a review of the General Orders confirmed compliance with the changes to the manual.

- d) *“.... a summary of training given to Members regarding homicide and attempted homicide investigations....”*

An extensive range of specialized training is required and has been provided to investigators engaged in homicide investigations. Investigators assigned to the Homicide Unit are given priority consideration for the OMCM training. This two-week course provides specialized training to ensure compliance with the OMCM manual and to standardize investigative procedures across the province. Components of this course include: fundamentals of MCM, crime scene management, search and seizure, judicial authorization to intercept private communications, strategic approach to investigative interviewing, statement admissibility, behavioural sciences, dangerous offenders, incident command, role of the coroner, media/public appeals, and victim issues.

The Service ensures that all members in primary investigator roles receive the Ontario Police College (OPC) accredited MCM course. Positions for members are allotted in each class to provide training each year. As part of the continued professional development of members of the Homicide Unit, designated investigators have been delegated responsibility to assist in the facilitation of the MCM course and deliver key lectures to students during Service-delivered classes. This practice has also allowed other members to benefit from the knowledge and expertise of members of the Homicide Unit.

General investigative training has also been provided to members engaged in conducting criminal investigations. This training is delivered through the OPC accredited Criminal Investigators Training (CIT) course. Course curriculum includes components in homicide and sudden death investigation. Positions for Service members are allotted in CIT classes offered at the OPC, and at satellite locations when the training is facilitated by other police services. When the CIT course is facilitated by the Service, investigators from the Homicide Unit play a significant role during the preparation and delivery of the course presentations.

Specific specialized training in homicide and major crime investigations is also provided to members fulfilling investigative roles. These courses include the Homicide Investigators course, the Major Investigation courses, and Investigative and Forensic Interviewing courses. These courses are held at the Canadian Police College and the OPC. Service members assigned to investigative roles have also attended Homicide Investigators conferences in Ontario and elsewhere in North America during this reporting period.

In addition, two members of the Homicide Unit usually attend the International Homicide Investigators Association training in the United States each year. This training ensures that investigators continue to receive the training that will enable them to continue to perform at the level expected of an investigator in a homicide environment.

Due to the ongoing restrictions of COVID 19, members of the Homicide Unit did not attend any training courses in 2020.

For the reasons stated above, the Service remains in compliance with By-Law 231-2000 as it relates to Homicide Investigations.

### Status of Homicide Investigations

Year	Homicides	Concluded	Before the Courts	Unsolved
2018	2	0	2	0
2019	7	0	7	0
2020	5	2	8	1
Total	14	2	17	1

### Alternatives Reviewed

Not applicable.

### Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Police Services Board By-Laws and to maintain compliance with the Provincial Adequacy Standards Regulations.

### Relevant Policy Considerations

By-Law 231-2000 – Investigation into Homicides

General Order 026.09 – Homicide Unit

General Order 095.10 – Major Incidents and Routine Criminal Investigations

General Order 202.06 – Major Case Management

### Other Pertinent Reports

126.2020 - Annual Report – Homicide and Attempted Homicide Investigations – January 1 to December 31, 2019

*This report was prepared by Steve Magistrale, Staff Sergeant, Major Crime Unit, in consultation with James Leigh, Inspector, Investigative Support Services, and reviewed by Brian Ash, Superintendent, Emergency and Investigative Services and recommended by Brett Flynn, Deputy Chief of Police, Operational Services.*



**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### Appendices

Not applicable.



## **NIAGARA REGIONAL POLICE SERVICE**

### **Police Services Board Report**

#### **PUBLIC AGENDA**

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**Subject:** Annual Report - Officer Note Taking - January 1 to December 31, 2020  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-06-22

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#### **Recommendation(s)**

**That the Niagara Police Services Board receive this report for information.**

#### **Key Facts**

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 214-2000 – Officer Note Taking.
- The Chief is required to make a written annual report to the Board with respect to Officer Note Taking.
- This report provides a summary of requirements to ensure the Service is in compliance with the By-law.

#### **Financial Considerations**

Not Applicable.

#### **Analysis**

In accordance with By-Law 214-2000, the Chief shall make a written report to the Board each year with respect to Officer Note Taking, and must include a summary of the written procedures regarding officer note taking.

The following is a detailed response to the above noted requirements:

General Order 168.06 was developed to address the requirements for the procedures and storage as outlined under LE-002. The Order outlines how note taking processes are taught, what should be included in entries, when notebooks should be reviewed by supervisors, how and where they should be stored, and the Service's retention guidelines.

Notebooks are retained by the districts and units for three years. Each January, the duty book cabinet in each district or unit, is purged by the Unit Commander of notebooks beyond the three-year district retention period. These notebooks are forwarded to Records and Information Management. When an officer is transferred, notebooks are forwarded to their new district or unit for prescribed storage.

Duty Books remain the property of the Niagara Regional Police Service and are retained and destroyed in accordance with the Records Retention By-Law. Storage and retention of officers' notes is addressed by Provincial Adequacy Guidelines LE – 022. They require secure storage of officers' notes and set a minimum retention period of 15 years from the last date of entry in the books or longer if the notebooks relate to an unsolved major case. This process is managed by the Corporate Records Unit.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Police Service/Board Strategic Priorities**

To comply with the provisions of the Police Services Board By-Laws and to maintain compliance with the Provincial Adequacy Standards Regulation LE-022.

### **Relevant Policy Considerations**

By-Law No. 214-2000 - Officer Note Taking  
General Order 168.06 - Officer Note Taking

### **Other Pertinent Reports**

109-2020 Annual Report - Officer Note Taking

*This report was prepared by Evan Lindsay #9107, Constable, No. 3 District, in consultation with Patrick McCauley #9582, Inspector, 3 District Welland, reviewed by Marco Giannico, Superintendent, District Operations and recommended by Brett Flynn, Deputy Chief of Police, Operational Services.*



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#### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

Not applicable.





# **NIAGARA REGIONAL POLICE SERVICE**

## **Police Services Board Report**

### **PUBLIC AGENDA**

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**Subject:** Annual Report - Police Uniforms - January 1 to December 31, 2020  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-07-02

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### **Recommendation(s)**

**That the Niagara Police Services Board, receive this report for information.**

### **Key Facts**

- The purpose of this report is to provide the Board with an annual report stated in By-Law 259-2003, Respecting Police Uniforms.
- To provide a written report with a summary of the written procedures concerning police uniforms.
- To provide an update on the status of Service compliance with said procedures.

### **Financial Considerations**

There are no costs associated with this report.

### **Analysis**

As per By-Law 259-2003, the Service has developed procedures on the provision and use of a standardized uniform that is issued to the Service's uniform officers, Special Constables and Auxiliary members. These uniform items are consistent with the requirements of the Police Service Act.

The Quartermaster Purchasing Coordinator is responsible for stocking, issuing and the recording of all new articles of uniform clothing and equipment to officers. The member is also responsible for ensuring that all returned unserviceable items and equipment are destroyed, and that serviceable items are cleaned and reissued.

For the year ended December 31, 2020, the Service was in compliance with these General Orders.

## **Alternatives Reviewed**

There are no alternatives to review.

## **Relationship to Police Service/Board Strategic Priorities**

The Chief and the Service have General Orders that provide written procedures for the use of a standardized uniform by the Service's uniformed officers.

## **Relevant Policy Considerations**

The policies and procedures are defined in the following General Orders:

- General Order – 048.08 – Uniform and Equipment Supply
- General Order – 049.17 – Dress Code
- General Order – 068.07 – Body Armour
- General Order – 206.05 – Equipment Committee

## **Other Pertinent Reports**

None

*This report was prepared by James Berg, Purchasing Coordinator, in consultation with Laura Rullo, Finance Manager, reviewed by Richard Frayne, Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.*



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### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices**

None



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

### PUBLIC AGENDA

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**Subject:** Annual Report – Violence and Harassment Prevention in the Workplace – January 1 to December 31, 2020

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-06-25

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### Recommendation(s)

**That the Niagara Police Services Board receive this report for information.**

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with By-law 332-2013 as it relates to Violence and Harassment Prevention in the Workplace.
- The Chief is required to make a written annual report to the Board with respect to Violence and Harassment Prevention in the Workplace.
- The Service confirms compliance with the defined policies and procedures for the year ending December 31, 2020.

### Financial Considerations

There are no financial implications relating to the recommendation contained in this report.

### Analysis

By-law No. 332-2013 requires the Chief of Police to make an annual written report to the Board which includes:

- (i) A summary of the written procedures with respect to the workplace violence and harassment prevention policy;
- (ii) Confirmation of compliance with the policies and procedures regarding workplace violence and harassment; and
- (iii) Results of the program evaluation to reassess the risks of workplace violence to ensure that the related policy and programs continue to protect workers from workplace violence.

General Order 222 – Workplace Violence and General Order 104 – Respectful Workplace Policy, outline the Service's policy in relation to the prevention of violence and harassment

in the workplace. These policies are reviewed at least annually or sooner if legislative amendments occur that require a policy update. Policy compliance has been maintained through the reporting period.

In compliance with the provisions of the *Occupational Health and Safety Act*, workplace violence risk assessments have been completed to identify areas within the Service where there is a potential risk of violence arising from the nature of the workplace, the type of work, or the conditions of work. There have been no significant risks identified through any of the assessments that have been conducted in recent years. A corporate-wide re-assessment is in the planning stages and is expected to occur within the next six to twelve months.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Police Service/Board Strategic Priorities**

This report is being provided for information purposes.

### **Relevant Policy Considerations**

The aforementioned General Order, together with the relevant collective agreement(s), the *Occupational Health and Safety Act*, and the *Ontario Human Rights Code*, guide the workplace violence and harassment protocol for the Niagara Regional Police Service.

### **Other Pertinent Reports**

21.2020 – Annual Report – Violence and Harassment Prevention in the Workplace – January 1 to December 31, 2019.

*This report was prepared by Linda Blood, Manager, Human Resources and reviewed by Todd Waselovich, A/Superintendent, Executive Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.*



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

Not applicable.



## **NIAGARA REGIONAL POLICE SERVICE Police Services Board Report**

### **PUBLIC AGENDA**

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**Subject:** Annual Report – Youth Crime  
January 1 to December 31, 2020

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-06-24

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### **Recommendation(s)**

**That the Niagara Police Services Board receives this report for information.**

### **Key Facts**

- The purpose of this report is to advise the Board that the Service is in compliance with Board By-law 236-2000 - Youth Crime.
- By-law 236-2000 is in response to the Provincial Adequacy Standards regulation that requires the Board to have a policy in place with respect to investigations into Youth Crime.
- The Chief is required to make a written annual report to the Board with respect to Youth Crime.

### **Financial Considerations**

Not applicable.

### **Analysis**

Board By-law 236-2000 was enacted as a result of Provincial Adequacy Standard Regulations (LE-044). This report is submitted to provide specific reporting requirements as follows:

The Chief shall make a written report to the Board on or before August 30 of each year in respect of investigations into youth crime. The report shall include the following:

- a. a summary of the written procedures concerning youth crime investigations;
- b. the status of Service compliance with the said procedures;
- c. a summary of steps taken by the Service to monitor and evaluate youth crime; and
- d. Reference to the requirement in section 4.3.1.

(Section 4.3.1 reads: The Chief shall consider the need for a multi-agency strategy to prevent or counter the activities of youth gangs in the community in accordance with the Service's procedures on crime prevention and problem-oriented policing).

## **Summary of Written Procedures**

General Order 085.06 - Young Persons, is the primary Order related to this portion of the By-law and focuses on three complementary areas for action: prevention, meaningful consequences and rehabilitation/re-integration. The Order emphasizes the responsibility of all officers to participate in and support crime prevention.

The Order ensures officers consider pre-charge (extrajudicial measures) and post-charge diversion (extrajudicial sanctions) options, interviewing considerations, detention, appropriate community collaborations, school related concerns, and specific legal requirements when responding to incidents involving youth.

## **Procedural Compliance**

By-law 236-2000 directs that the Chief shall;

- Develop and maintain a school liaison program which includes establishing protocols for investigating school related occurrences (4.2.1).

In September 2012 School Resource Officers (SROs) were first deployed in an effort to align with Ministry directives and the Ontario Association of Chiefs of Police Mobilization and Engagement Model of Community Policing,

SROs report to the Sergeant in charge of the Community Engagement Unit and work closely with Secondary School staff and administration in the development of proactive and reactive programs for delivery in the school environment. Officers conduct investigations and enforcement of criminal or undesirable behavior within the school and immediate area. SROs are committed to community engagement, enforcement, and crime prevention at twenty-eight secondary schools across the Niagara Region. Annual events usually involve SROs representing the Service in an effort to impact at risk youth through community engagement.

In 2020, the program faced challenges with the current COVID-19 pandemic when school visit restrictions vastly curtailed proactive school engagement opportunities. An adaptation to “online presentations” assisted SROs in representing the Service’s efforts to impact at risk youth through engagement. Officers also continued their duties in a reactive fashion, responding to identified areas outside of the school to address community concerns.

In September 2020, the SRO program was paused by the District School Board of Niagara to allow for a review and community consultation. This pause remains in effect at the time of this report.

The Service has made a concerted effort to design and implement programming and strategies in response to youth crime and other youth related concerns. In keeping with the goals in the 2019-2021 Strategic Plan, the Service is committed to working collaboratively with community partners to deliver effective and efficient services to all residents and visitors in Niagara. Our Service continues to review existing and implement new policies, programs and initiatives relating to youth. Programs include the following:

- TAPP – C (The Arson Prevention Program for children)
- Niagara Violence Threat Risk Assessment Protocol
- Students Rock guitar competition
- Student Film Festival
- Project Impact

In 2016, a revised Police/School Board Protocol was signed between the NRPS, the District School Board of Niagara, Niagara Catholic District School Board, Conseil Scolaire Catholique Mon Avenir and Conseil Scolaire Viamonde. This protocol represents an agreement to co-operate and communicate in situations involving students and other police-related investigations. In 2019, the protocol was updated to include information and processes related to marijuana legislation.

Additionally, the Service remains engaged in a collaborative agreement known as the Niagara Community Protocol. This protocol serves to assist community partners in identifying the risk enhancers in a child/youth's life which may increase the threat of violence to self or others. This protocol also recognizes that early identification and collaborative intervention are essential components to a proactive and comprehensive systems response to meet the needs of high-risk children/youth in our community.

This protocol includes the following community partners:

- Contact Niagara
- Conseil Scolaire Catholique Mon Avenir
- Conseil Scolaire Viamonde
- District School Board of Niagara
- Family and Children Services Niagara
- Niagara Catholic District School Board
- Niagara Health System
- Pathstone Mental Health
- Niagara Region Public Health

### **Steps taken to monitor and evaluate Youth Crime.**

Every report involving youth entered into the Records Management System is flagged to the Community Engagement Sergeant to ensure compliance with the YCJA. Where applicable, a notice is sent to the respective SRO of the school to which a youth is affiliated.

The success of our youth strategy relies heavily on officer referrals and the ability for officers to recognize the need for referrals against criminal charges. Contact Niagara controls the intake of Service referrals and diverts youth to appropriate programming, tracks progress, and provides a written report to the Service regarding outcomes. These reports include the number of youths referred, the programs that are utilized, and the success rate for completion. The better we become at identifying referral opportunities, the more likely youth will be successfully integrated back into society. With the integration of the SROs, we have increased referrals and decreased charges.

## Referrals

Since the full-time implementation of the SRO program in 2012, the involvement of these officers in local high schools continues to have a positive impact. In 2020, 119 young persons were charged criminally with 334 charges laid. 35 young people were afforded Extrajudicial Measures, allowing them to complete the program in lieu of being processed through the criminal court system. The following table is provided for comparison purposes, detailing the statistical information from 2020, 2019 and 2018. It is highly probable that the current figures were impacted by both the COVID-19 pandemic as well as the DSBN decision to pause the SRO program during this period.

Year	2020	2019	2018
Young Persons Charged	119	292	311
Number of Charges	334	415	454
EJM Referrals	35	88	61

The SRO program continues to be successful in reducing youth crime, increasing crime prevention awareness among young persons, and developing engagement opportunities with youth across the Region.

## Reference to the Requirement in Section 4.3.1

This section of the By-law directs that “The Chief shall consider the need for a multi-agency strategy to prevent or counter the activities of youth gangs in the community in accordance with the Service’s procedures on crime prevention and problem-oriented policing”.

The Service continues efforts to take a proactive approach toward addressing issues that arise with guns and gangs. These efforts include programs to educate the community, particularly school aged youth with regards to street gang activity. The Service has maintained an active presence in schools at the Secondary level, including the delivery of presentations by SROs and community partners about the downfalls of gang membership and engaging in other criminal activities.



General Order 085.06 meets the expectations set-out by the Adequacy Standard LE-044. The Service recognizes the significant impact officers have in dealing with youth.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Police Service/Board Strategic Priorities**

This report maintains compliance with By-law 236-2000.

### **Relevant Policy Considerations**

Niagara Regional Police Services Board By-law 236-2000  
General Order 085.06 Young Persons

### **Other Pertinent Reports**

65.2020 – Annual Report – Youth Crime – January 1 to December 31, 2019

*This report was prepared by Sergeant Erin Madill, Community Engagement Unit and reviewed by Inspector Pat McCauley, #3 District Commander and Marco Giannico, Superintendent, District Operations and recommended by Brett Flynn, Deputy Chief of Police, Operational Services.*



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

Not Applicable.

*SENT ELECTRONICALLY*

July 6, 2021

Deb Reid, Executive Director  
Niagara Police Services Board  
5700 Valley Way  
Niagara Falls, ON L2E 1X8

Dear Ms. Reid,

The Canadian Association of Police Governance wishes to thank you for supporting both of the CAPG 2021 Virtual Governance Summits: *"Governance 101: A Refresher for Police Boards and Commissions"* held on April 27<sup>th</sup> and *"Policy Development in Police Governance"* held of June 30<sup>th</sup>. With your sponsorship, support and participation, we were able to put on some exceptional all virtual events.

Your 2021 CAPG Governance Summit sponsorship funds were used to:

- Obtain our virtual technology rights and support staff;
- Fund the increase in staffing needed to co-ordinate various communications, marketing and registration pieces;
- Provide your organization recognition at the virtual event.

We do hope the Governance Summits exceeded your expectations and that we can count on your sponsorship in the future. If there is any way we can increase the value proposition for you, please let us know.

On behalf of the CAPG board of directors and all of our members, I extend our warmest gratitude for your generous support.

Sincerely,



Jennifer Malloy, Executive Director  
Canadian Association of Police Governance

## Deb Reid

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**From:** Cannabis (HC/SC) <cannabis@canada.ca>  
**Sent:** Tuesday, June 29, 2021 8:41 AM  
**To:** Deb Reid  
**Subject:** Health Canada's response to your inquiry - 20-009942-61

RECEIVED  
Poi. 102.  
JUN 29 2021  
Public Agenda

**ATTENTION:** This email originated from a sender outside of the NRPS. Please avoid clicking links or opening attachments from external senders unless you are certain it is safe to do so. BE CAREFUL - If you are unsure, please contact the Service Desk.

Dear Mr. Steele and Chief MacCulloch:

Thank you for your correspondence of November 4, 2020, addressed to the Honourable Patty Hajdu, Minister of Health, concerning the personal production of cannabis for medical purposes in your municipality. I have been asked to reply to you directly. I apologize for the delay in responding.

I appreciate that you have taken the time to express your concerns. Please allow me to take this opportunity to provide you with some information that may be helpful.

The Cannabis Act and the Cannabis Regulations create a strict framework for controlling the production, distribution, sale, and possession of cannabis in Canada.

The attached fact sheet provides some general information about the different forms of cannabis production and may be helpful in understanding the existing legal regime for cannabis production in Canada.

As noted in the fact sheet, Health Canada has made it easier for individuals to report a complaint about cannabis, including concerns with cannabis production sites. For future reference, individuals are encouraged to use the Cannabis Reporting Form available on the Department's website to report concerns, which also helps us review and address concerns in a timely manner.

While Health Canada cannot share information on individuals who access cannabis for medical purposes with municipalities, for reasons of personal privacy, we take all complaints seriously. The Department is prepared to act on any evidence we receive that individuals who are registered to grow a limited amount of cannabis for medical purposes are not respecting the terms and conditions of their registration.

I would also like to share information on the federal, provincial and municipal roles with respect to the personal production of cannabis for medical purposes.

### Health Canada's Role

All issues and complaints brought to Health Canada's attention are taken seriously. We review the information provided and determine the appropriate course of action. As part of this review, officials re-open the file(s) in question and consider all relevant information to determine whether there have been breaches of regulatory requirements. If non-compliance is found, Health Canada has a range of

enforcement tools at its disposal, from sending a compliance letter with a reminder of the individual's legal obligations up to and including sending them a notice of intent to revoke their registration.

If deemed necessary, the Department may also conduct an inspection of the registered individual's or designated producer's site. Health Canada's inspectors have authority, under the *Cannabis Act*, to verify compliance or prevent non-compliance with the Act and its regulations, including the terms of the registered person or designated person's authorization to produce and store cannabis for medical purposes.

Inspections are conducted based on the Department's risk-based approach to compliance and enforcement. Generally, inspections of registered individuals or designated producers are conducted at sites that may pose a higher risk such as those with a high number of plants or multiple registrations, or those where the Department has received a number of complaints from the public.

More information on Health Canada's approach to compliance and enforcement of the *Cannabis Act* and its regulations can be found on the Department's website.

As in any regulatory framework, there will be instances where individuals choose to operate outside of the law. Health Canada actively supports law enforcement representatives by providing a dedicated service 24 hours a day and seven days a week. Through this service, Health Canada can provide information to support active investigations, including the status of an individual's registration and plant limits. Please note that Health Canada has assisted federal, provincial and municipal law enforcement agencies with this service, including the Ontario Provincial Police.

Law enforcement has the ability to enter residences and any production sites in the context of an investigation. Registered and designated persons must be able show a copy of their Health Canada issued documentation to law enforcement, if requested.

For your reference, the Department uses the powers under the *Cannabis Regulations* – where there is sufficient evidence – to refuse or revoke a registration if it is likely to create a risk to public health or public safety, including the risk of cannabis being diverted to an illicit market or activity. Evidence shared with Health Canada by law enforcement, as a result of charges laid following a law enforcement investigation, may be helpful in this regard. From the coming into force of the *Cannabis Act*, in October 2018, up until March 31, 2021, Health Canada has refused to issue a registration 290 times and has revoked 79 registrations.

Health Canada also continues to strengthen its oversight and reduce the risk of abuse, using authorities under the *Cannabis Act* and Regulations, by:

- conducting additional verification of applications when warranted, including where the health care practitioner has authorized a high amount and applications with multi-unit alternative production sites (i.e., not a primary residence);
- enhancing engagement and collaboration with important stakeholders, such as law enforcement and municipalities on the overall medical access regime;
- proactively sharing information with provincial and territorial health professional licensing authorities (e.g., College of Physicians and Surgeons of Ontario) about the authorizing practices of physicians in their jurisdiction, to inform any action they decide to take, such as investigations;
- refusing or revoking a registration, if it is determined that an applicant has submitted false or misleading information as part of their application, such as a forged medical document;

- verifying that there are no more than four registrations at any given production site—the maximum allowed in the regulations—to reduce the risk of large-scale production sites.

The Department will monitor closely the impact of these enhanced and new actions over the coming months and make further adjustments if needed.

## **Provincial, Territorial and Municipal Roles**

It is important to note that different levels of government and law enforcement have roles in maintaining public safety with respect to cannabis. It is the responsibility of municipalities to enforce their by-laws with respect to cannabis production, and law enforcement has the authority to take action against illegal cannabis activity under the *Cannabis Act* and against those who operate outside of the legal framework.

Health Canada encourages all provinces, territories, and municipalities to use the tools at their disposal to confirm that individuals meet all standards and by-laws. This includes implementing any limitations on zoning, location and nuisances such as noise and lighting that they feel are appropriate in their jurisdictions. Municipalities could for example, require building permits and inspections of electrical work at personal production sites. For example, the City of Calgary actively coordinates inspections to enforce by-laws amongst personal registration holders.

Municipalities may also wish to refer to the Municipal Guide to Cannabis Legalization developed by the Federation of Canadian Municipalities, which provides guidance in areas such as odour and other nuisances.

Health Canada is prepared to share aggregate information with municipalities, including by-law officials, about the number of individuals registered to produce a limited amount of cannabis for their own medical purposes who have an address for production in a given town or city, as well as a breakdown by postal code where there is sufficient aggregate data. Any information shared with municipalities would be done in accordance with the *Privacy Act*.

Regarding the amount of cannabis authorized for medical purposes, Health Canada take steps to verify the validity of the medical documentation. However, decisions on whether cannabis is appropriate for an individual's medical condition and if so, the appropriate amount, are made by a health care professional within the scope of their medical practice.

The oversight of professional activities of health care practitioners is the responsibility of provincial and territorial medical regulatory authorities (colleges). In an effort to support provincial/territorial medical regulatory (licensing) authorities in their oversight of authorizing practices in their jurisdiction, Health Canada began proactively sharing data on the number of health care practitioners and the daily amounts authorized with these regulatory authorities in May and June 2019. In December 2020, the Department also began publishing additional data on its website on average daily amounts authorized by health care practitioners, and the number of health care practitioners authorizing over 25 and 100 grams per day.

We encourage you to share your concerns about the amount of cannabis that is being prescribed for personal production with the College of Physicians and Surgeons of Ontario.

In closing, Health Canada would be pleased to schedule a call to discuss the issues facing the municipality of Niagara. If you wish to schedule a discussion, you may reach out to Benoit Seguin,

Acting Director of the Office of Medical Access and Specialized Authorizations, at [benoitp.seguin@canada.ca](mailto:benoitp.seguin@canada.ca).

Thank you for writing. I hope that my comments are helpful in addressing your concerns.

Should you have any further questions, you may contact the Controlled Substances and Cannabis Branch directly at [cannabis@canada.ca](mailto:cannabis@canada.ca), or toll-free at 1-866-337-7705.

Joanne Garrah  
Director General  
Licensing and Medical Access Directorate  
Controlled Substances and Cannabis Branch  
Health Canada



REGIONAL MUNICIPALITY OF NIAGARA  
**POLICE SERVICES BOARD**

5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

Tel: (905) 688-4111 Fax: (289) 248-1011  
E-mail: [psb@niagarapolice.ca](mailto:psb@niagarapolice.ca)  
Website: [www.niagarapolice.ca](http://www.niagarapolice.ca)

November 4, 2020

DELIVERED BY EMAIL

The Honourable Patty Hajdu  
Minister of Health  
[patty.hajdu@parl.gc.ca](mailto:patty.hajdu@parl.gc.ca)

Dear Minister Hajdu:

**RE: Medical Cannabis Grow Operations - Public Safety Concerns**

We are writing on behalf of the Regional Municipality of Niagara Police Services Board and the Niagara Regional Police Service to request Health Canada address proper regulation of the cannabis industry, specifically with designated medical growers who are operating outside of their medical designations.

The *Federal Cannabis Act* controls the production, distribution, sale and possession of cannabis in Canada, including the application and licensing of personal and commercial medical cannabis production, which should be compliant with local municipal by-laws according to criteria set out for applicants in the process administered by Health Canada as the agency responsible for approval of cannabis production facilities.

Our concerns are for the significant number of operations growing for personal medical use under the certificate/registration system set up by Health Canada. Under the legislation, an adult individual is eligible to produce cannabis for their own medical purposes. The amount permitted to grow for personal use is contingent upon the maximum daily amount prescribed by a medical practitioner and whether or not the plants are going to be grown inside, outside or a combination of both. Health Canada's regulations govern the growing of medical cannabis and allow an individual to designate another individual to grow it on their behalf.

A maximum of four (4) certificates for growing medical cannabis for personal purposes are permitted per property. As a result, a significant amount of medical cannabis may be grown on a property for personal medical use. Designated growers are permitted to grow up to 500 plants per individual license, or potentially 2,000 plants. Further, Health Canada treats the certificates as medical information and as such, operators are not required to provide their certificates to municipalities or police, which prevents municipalities or the police from determining if an operation is legally permitted or not. This is exacerbated by minimal oversight or concern from Health Canada.

Police enforcement efforts across southern Ontario, including Niagara, indicate that many growers are producing well in excess of the maximum licensed number of plants. It has become clear that the excess being produced by designated growers is being funneled to the illicit market which is mostly controlled by organized crime.



This was well documented during a large-scale, multijurisdictional illicit cannabis growing investigation in August of this year, where police seized over an estimated \$42 million in drugs, equipment, weapons and other items. This included 101,049 illegal cannabis plants; 1,921 pounds of illegal cannabis bud; 21 pounds of illegal cannabis shatter and three pounds of illegal cannabis hash.

Unfortunately, this is not an uncommon occurrence. In July 2020, Niagara Regional Police made arrests and seizures at a large illicit cannabis operation in the City of St. Catharines with over 17,000 plants. The investigation resulted in the arrest of eleven people, with an estimated \$34 million in cannabis plants. In 2018, Niagara Regional Police arrested one individual for growing over 1,000 plants at an estimated worth of over \$1 million. In 2017, Niagara Regional Police busted two large medical grow operations that were operating under fraudulent Health Canada medical licenses for personal or designated use. In 2016, an individual was arrested with 500 plants and in 2015 the Niagara Regional Police arrested another person with over 1,000 plants that was also valued at just over one million dollars.

It is apparent that criminal enterprises are abusing the Health Canada registration, using it as a loophole to grow well over the allotted amount. These organized crime groups have been exploiting Health Canada medical, personal and designate cannabis production, instead growing the plants to sell illegally. Health Canada has strict rules governing licensing, odour, security, light pollution, chemical contamination, fire hazards and the like for federally-licensed grow facilities, however; no such oversight applies to personal and designated growers.

**We are therefore urging the Federal Government to expand the legislative framework to provide greater oversight to address public safety concerns with the personal and designated medical growers who are operating outside the boundaries of their medical designations.**

These unlicensed operations have become a significant concern for residents in the Niagara Region and our local municipalities from both a health and safety lens as well as from a land use and building code situation. Local municipal governments have responsibility for the enforcement of local by-laws and ensuring life-safety compliance with fire and building code regulations, but Health Canada has no process in place to share licensing information with local authorities about the location of medical cannabis production facilities. **By way of copy, we are calling on Niagara's MPs and MPPs for support, and urging the Niagara Region and Councils of its 12 local municipalities to call on the Federal Government to put in place the needed controls and oversight permissions that will provide safety, health and personal comfort to all residents of Niagara.**

Minister, we need your help to get these issues under control. We are asking that Health Canada take action against operations that cross the line into criminality. Police resources are stretched and the need to establish criminality limits police ability to respond to these operations that are causing such concern. Police enforcement is an important tool but we need other ways to manage the growing problems these unlicensed operations are creating. We need Health Canada to implement practices that will improve the sharing of information regarding cannabis certificates with police and municipalities, outline requirements for compliance with municipal zoning by-laws, include appropriate monitoring and inspections, and consider the need to revisit the formula for determining the maximum number of plants permitted under a certificate.



The Board and Police Service would certainly be willing to further engage with Ministry personnel in an effort to share our experiences and work collaboratively to increase the effectiveness of the legislation and enhance public safety.

Your consideration of the concerns raised in this letter would be greatly appreciated and we look forward to your response.

Yours truly,



William C. Steele  
Acting Board Chair



Bryan R. MacCulloch, M.O.M.  
Chief of Police

Copies to:

The Honourable Bill Blair, Minister of Public Safety and Emergency Preparedness  
The Honourable David Lametti, Minister of Justice and Attorney General of Canada  
MP Dean Allison, Niagara West  
MP Chris Bittle, St. Catharines  
MP Tony Baldinelli, Niagara Falls  
MP Vance Badawey, Niagara Centre

President Micki Ruth, Canadian Association of Police Governance  
Chief of Police Bryan Larkin, President, Canadian Association of Chiefs of Police

The Honourable Christine Elliott, Deputy Premier and Minister of Health  
The Honourable Doug Downey, Attorney General  
The Honourable Sylvia Jones, Minister of the Solicitor General

MPP Sam Oosterhoff, Niagara West  
MPP Jennie Stevens, St. Catharines  
MPP Wayne Gates, Niagara Falls  
MPP Jeff Burch, Niagara Centre

Chair Patrick Weaver, Ontario Association of Police Services Boards  
Chief of Police Paul Pedersen, President, Ontario Association of Chiefs of Police

Regional Chair Jim Bradley and Members of Council, Niagara Region  
Mayor Dave Bylsma and Members of Council, Town of West Lincoln  
Mayor Frank Campion and Members of Council, City of Welland  
Mayor Jim Diodati and Members of Council, City of Niagara Falls  
Mayor Betty Disero and Members of Council, Town of Niagara-on-the-Lake  
Mayor Sandra Easton and Members of Council, Town of Lincoln  
Mayor Kevin Gibson and Members of Council, Township of Wainfleet  
Mayor Jeff Jordan and Members of Council, Town of Grimsby  
Mayor Marvin Junkin and Members of Council, Town of Pelham  
Mayor Wayne Redekop and Members of Council, Town of Fort Erie  
Mayor Walter Sendzik and Members of Council, City of St Catharines  
Mayor Bill Steele and Members of Council, City of Port Colborne  
Mayor Terry Ugolini and Members of Council, City of Thorold

Board Members, Niagara Police Services Board



## Community Services

### Legislative Services

June 22, 2021

File #120203

Sent via email: [Justin.trudeau@parl.gc.ca](mailto:Justin.trudeau@parl.gc.ca)

The Right Honourable Justin Trudeau,  
Prime Minister of Canada  
House of Commons  
Ottawa, ON K1A 0A6

Honourable and Dear Sir:

**Re:**

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of June 21, 2021 passed the following resolution:

**Whereas** there have been a number of illegal cannabis grow operations within the Town of Fort Erie, and

**Whereas** these illegal cannabis operations take significant municipal and regional manpower to control, and pose a significant threat to nearby communities, and

**Whereas** monetary fines and penalties do not restrict cannabis growers from future illegal cannabis activities on the lands, and do not appear to be enough of a deterrent, and

**Whereas** operating an illegal cannabis grow operation does not restrict the owners from applying for a legal licence to Health Canada through another responsible person, and

**Whereas** the licensed operators for the grow facilities may be producing for owners or owners within a corporation previously convicted of an offence;

**Now therefore be it resolved,**

**That:** The Federal Government look at prohibiting the ability to obtain a licence to grow cannabis if any of the owners including those owners within a corporation have ever been convicted of operating an illegal cannabis operation, and further

**That:** The Federal Government look at restricting lands previously operated for illegal cannabis use from obtaining a licence for a period of 5 years from the date of the offence, and further

.../2

Mailing Address:

The Corporation of the Town of Fort Erie  
1 Municipal Centre Drive, Fort Erie ON L2A 2S6

Office Hours 8:30 a.m. to 5:00 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: [www.forterie.ca](http://www.forterie.ca)

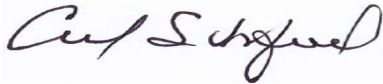
**That:** The Federal Government require that before submitting an application to the Minister for a licence for cultivation, a licence for processing or a licence for sale that authorizes the possession of cannabis, the person that intends to submit the application must first obtain a letter of compliance from the following authorities in the area in which the site referred to in the application is located:

- (a) the local government;
- (b) the local fire authority; and
- (c) the local police force or the Royal Canadian Mounted Police detachment that is responsible for providing policing services to that area, and further

**That:** A copy of this resolution be circulated to The Right Honourable Justin Trudeau, The Minister of Health Patty Hajdu, All members of Parliament, All municipalities, Niagara Regional Police, Royal Canadian Mounted Police and the Federation of Municipalities of Ontario for their support.

Thank you for your attention to this matter.

Yours very truly,



Carol Schofield, Dipl.M.A.  
Manager, Legislative Services/Clerk

[cschofield@forterie.ca](mailto:cschofield@forterie.ca)

CS:dlk

c.c. The Honourable Patty Hajdu, Minister of Health (Canada) [Patty.Hajdu@parl.gc.ca](mailto:Patty.Hajdu@parl.gc.ca)  
All Members of Parliament (MP's)  
Ontario Municipalities  
Chief of Police, Bryan MacCulloch, Niagara Regional Police Service [deb.reid@niagarapolice.ca](mailto:deb.reid@niagarapolice.ca)  
Commissioner Brenda Lucki, RCMP [Brenda.Lucki@rcmp-grc.gc.ca](mailto:Brenda.Lucki@rcmp-grc.gc.ca)  
Federation of Canadian Municipalities

July 6, 2021

**CL 13-2021, June 24, 2021**  
**BRCOTW 3-2021, June 17, 2021**  
**CSD 40-2021, June 17, 2021**

***DISTRIBUTION LIST***

***SENT ELECTRONICALLY***

2022 Budget Planning and Timetable

CSD 40-2021

Regional Council, at its meeting held on June 24, 2021, passed the following recommendation of its Budget Review Committee of the Whole:

That Report CSD 40-2021, dated June 17, 2021, respecting 2022 Budget Planning and Timetable, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2022 budget timetable, Appendix 1 to Report CSD 40-2021, **BE APPROVED**; and
2. That Report CSD 40-2021 **BE CIRCULATED** to the agencies, boards and commissions (ABCs) in accordance with By-law No. 2017-63 (Budget Control).

A copy of CSD 40-2021 is enclosed for your reference.

Yours truly,



Ann-Marie Norio  
Regional Clerk

CLK-C 2021-101

Distribution List

cc:

Niagara Regional Housing

Niagara Regional Police Services Board

Niagara Peninsula Conservation Authority

T. Harrison, Commissioner, Corporate Services

H. Chamberlain, Director, Financial Management & Planning, Deputy Treasurer

M. Murphy, Associate Director, Budget Planning and Strategy

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**Subject:** 2022 Budget Planning and Timetable

**Report to:** Budget Review Committee of the Whole

**Report date:** Thursday, June 17, 2021

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## **Recommendations**

1. That the 2022 budget timetable per Appendix 1 **BE APPROVED**; and
2. That this report **BE CIRCULATED** to agencies, boards and commissions (ABCs) in accordance with By-Law No. 2017-63 (Budget Control).

## **Key Facts**

- The purpose of this report is to initiate the 2022 budget process, approve the Budget Review Committee of the Whole timetable, and to propose the strategy for the preparation and presentation of the 2022 Tax Levy, Water, Wastewater and Waste Management Operating and Capital Budgets.
- The focus of this budget will be to balance the Budget Planning By-law's priorities of sustainability and affordability and apply the capital financing principles of the Capital Financing Strategy.
- The 2022 budget strategy aims to address base services within 2.0% in alignment with the core CPI target, support capital funding gap, prioritize growth related expenditures and address the budget gap in 2021.
- Sustainability was impacted in the 2021 budget by one-time draws on reserves supporting permanent base services; affordability was prioritized in 2021 due to the economic climate as a result of the COVID-19 pandemic.
- New programs and COVID-19 budget impacts will be targeted for a net zero impact on the Niagara Region taxpayer; new programs will be recommended to Council if they meet the criteria in the Budget Planning By-law to be funded through assessment growth and COVID-19 costs will be funded from reserves until provincial funding is confirmed so not to affect the tax levy for 2022.

## **Financial Considerations**

By-law 2019-79 Budget Planning was approved by Council on October 17, 2019 and has since been used to structure Niagara Region budget planning. To address the COVID-19 pandemic, reserve funding was used until confirmed provincial funding was secured. This same strategy to address COVID-19 in the 2021 budget is proposed to be

used in the 2022 budget. The four areas of budget development included in the by-law are:

1. Base services: Ongoing costs and revenues that are influenced by multi-year contracts, collective agreements and inflationary pressures and funded through sustainable budget increases.
2. Capital program: requirements of the Asset Management Plan should be funded in accordance with the Capital Financing Strategy and with a separate operating budget increase
3. New programs: should be funded through separate increases so not to erode ability to delivery base services.
4. Growth Funded Programs: After Tax Increment Grants (TIGs) are funded, consideration is given to fund both growth operating and capital programs, for a net impact of zero

Using the principles above, the proposed strategy for 2022 is increases not to exceed 4.1% for the tax levy, 5.15% for the combined Water and Wastewater rate requisition, and 9.98% for the Waste Management requisition. Table 1 summarizes the increases by the Budget Planning By-law category.

Table 1: Budget Planning Strategies

Budget Planning Category	Tax Levy Increase	Water & Wastewater Increase	Waste Management Increase
2022 Base Services	2.0%	~2.00%	9.98%
2021 Base Services <sup>1</sup>	1.1%	N/A	N/A
Base Services	3.1%	~2.00%	9.98%
Capital Program	1.0%	~3.15%	0.0%
New Programs	None	None	None
Growth Funded Programs	Net 0%	N/A	N/A
COVID-19	Net 0%	Net 0%	Net 0%
<b>Strategy Total</b>	<b>4.1%</b>	<b>5.15%</b>	<b>9.98%</b>

<sup>1</sup> 2021 Base Services is discussed in further detail within the Analysis section

## **Analysis**

### Budget for Base Services

According to the budget planning by-law, budgeting for operating costs of service delivery is generally influenced by inflation and collective agreements that are most often tied to inflation. The typical inflation index used by the Niagara Region in budget setting is the Core Consumer Price Index (CPIX), which the Bank of Canada has targeted at 2.0% for 2022.

To sustain base levy department services staff are recommending a 2022 Budget Strategy for base services of 2.0% for Levy departments and ABCs in alignment with the CPIX target and a separate increase of 1.1% for Levy departments to address the 2021 one-time draws on reserves supporting permanent services approved by BRCOTW. The 1.1 % increase is being proposed separately to not impact the ability to delivery core base services, which was kept below inflation in the 2021 budget to address the economic climate as a result of the COVID-19 pandemic.

The 2021 Levy budget was proposed in CSD 5-2021 with a 2.9% increase, composed of 0.5% for departmental base services, 0.5% for capital financing, and 1.9% for Agencies, Boards, and Commissions. The NRPS increase was \$3.5 million in excess of the budget strategy thus contributing to a 0.9% increase over the 2% strategy. The motion from BRCOTW to address the budget request was to draw \$4.3 million from the Taxpayer Relief Reserve to reduce the 2021 net levy operating budget to 1.8% or \$405.3 million. The 2021 proposed budget had already included \$2 million from the Taxpayer Relief Reserve to fund one-time items, this \$4.3 million draw was to support base services in 2021 and therefore requires sustainable funding in the 2022 budget.

The 2022 strategy for the combined Water and Wastewater budget is approximately 2% of the total 5.15% Council approved financial strategy from 2020. This represents a return to the financial plan presented in PW 4-2019 "Safe Drinking Water Act Financial Plan of O.Reg. 453/07" which identified the need for 10 years of 5.15% increases to address sustainable operations and capital funding needs, which was then reaffirmed in PW 39-2020 "South Niagara Falls Update" for 2022 through 2028. The Financial Plan was supported in the 2019 and 2020 budgets, with 5.15% increases in those years. Collective bargaining agreements, fluctuating energy costs, and the Council proposed mitigation strategy of funding half the combined sewer overflow program from capital reserve funds will be addressed through the budget for base services.

The 2022 strategy for Waste Management base services is to maintain the 9.98% strategy that was presented in 2020 to incorporate the additional costs of the collection contract. This strategy included significant use of Waste Management Stabilization reserve funding to phase-in the budget increase over three years; 2022 continues to use reserves as a part of this strategy.

### Capital Program

According to the by-law, financing to address the capital funding gap in the Asset Management Plan (AMP), Safe Drinking Water Act Financial Plan and capital budget reports is presented separately from the base budget. By doing so, it allows for the transparent disclosure and separate request for sustainable funding of the infrastructure gap. Council approved a Capital Financing Policy in October 2019 that established additional guiding principles for the basis of the capital financing request in the operating budget.

A priority and area of focus identified during Budget engagement was infrastructure. Balancing the needs of a growing population while managing the Region's fiscal sustainability during a pandemic requires long term planning and a fiscal strategy. As a result, the capital financing strategies for Levy and Water/Wastewater were deferred for one year due to the pandemic. In order for the Region to continue to manage the existing assets to provide reliable service, invest in growth and save for the future, the return back to the previous capital financing strategies as approved is critical for long-term sustainability.

In alignment with Council's priority of responsible growth and infrastructure planning a 10 year financing plan was created to support the Asset Management Plan and the elimination of the \$546 million capital backlog identified in 2016. Table 2 compares the 2021 10-year capital forecast of \$3 billion to the principles of the Capital Financing Policy. The principles apply funding based on project type i.e. pay-as-you-go/reserves for AMP, development charges (DCs) for growth and debt for strategic investment. The result is a gap in reserves to fund renewal projects of approximately \$600 million over 10 years. Some progress has been made on the pay-as-you-go/reserves to fund capital with the 1% infrastructure levy in 2017 and 1% of the Regional departmental levy dedicated to infrastructure funding in 2021. The backlog as per the Asset Management Plan however remains as projects continue to be deferred. In addition, the strategy requires additional financing to support \$222 million of debt over 10 years for strategic investments to fund priority projects and Region's share of growth capital.



Table 2: 2021 Consolidated 10 Year Capital Forecast vs Current Funding (\$millions)

Source	AMP Expenditure	Growth Expenditure	Strategic Investment Expenditure	Total Expenditure	Current Funding available	Funding Strategy requirement
Reserve	1,413			1,413	809	604
Debt			794	794	572	222
DCs		493		493	493	
Other			181	181	181	
Gas Tax			148	148	148	
<b>Total</b>	<b>1,413</b>	<b>493</b>	<b>1,123</b>	<b>3,029</b>	<b>2,203</b>	<b>826</b>

The annual current contributions to capital reserves (levy and rate) is \$61 million (\$610 million over 10 years). This is not sufficient when compared to either the annual amortization (annual consumption of assets based on useful life and historical cost) of \$92 million or the 10-year Average Annual Renewal Investment (“AARI”) (annual investment needed to sustain existing assets based on replacement value) of \$225 million (Levy \$78M, ABCs \$9M, Waste Management \$3M, Water and Wastewater \$135M) or an average of \$2.2 billion exclusive of deferred capital gap. Thus, the capital program must continue to be supported by debt until the funding sources can be aligned in accordance with the capital financing strategy.

The following capital strategies have been developed to address the gap and achieve financial sustainability.

For the Levy capital program excluding ABCs, a modification to the capital financing strategy of 1% increase in 2022 is recommended in consideration of the economic climate in contrast to the required annual incremental capital levy contribution of 1.89%. A strategy of 1.89% increase, provides \$73 million per year at the end of 2029, which provides for an annual contribution for Levy to \$94 million for asset sustainment in accordance with our Capital Financing Strategy. The previous strategy of 2.16% annually has improved due to recent levy budget strategies however recent adjustments set out a target to the optimal funding in 11 years.

For the Water and Wastewater capital program, a strategy was developed in accordance with O.Reg. 453/07 Water and Wastewater financial plan. Due to the need for increased sustainable funding, the plan identified a need for an annual increase of 5.15% for 10 years to support operating and capital budgets (approximately 2% for operating and 3.15% for capital). At the end of the 10 years, the annual contribution to capital would be \$80 million for asset sustainment. When compared to the 2016 Asset

Management Plan 10-year Water and Wastewater AARI of \$140 million indexed to 2029 using the Non-Residential Building Construction Index, the AARI required to sustain existing infrastructure is \$214 million. Until annual capital reserve contributions are sufficient to support the AARI, the strategic use of debt will be needed to transition the Water and Wastewater capital program to financial sustainability. A 3.15% increase for water and wastewater as identified above is also required to return back to the requirements of the Safe Drinking Water Act and to support the significant required investments.

On March 25, 2021, the Federal government tabled bill C-25 that will provide a one-time doubling of Federal Gas Tax (Gas Tax) and renaming it as the Canada Community Building Fund. Currently the Region receives \$13.5 million and will double to \$27 million for the 2022 Capital Budget, which will assist with the funding gap. Current efforts are underway to lobby for permanence of the doubling. If this additional funding becomes permanent, the capital financing strategy will be revised to reflect the incremental funding source.

Last year, the Asset Management Office developed a capital asset management resource allocation model (CAMRA) to facilitate the prioritization of capital projects . This model was developed to assess projects based on level of risk and corporate priority to aid in transparent, objective and good decision-making. Projects that provided a greater risk based return on investment and had direct alignment to corporate priorities were ranked higher for inclusion in the Capital Budget. All capital projects will again be run through this model and those that are not included in the 2022 Budget due to low CAMRA ranking and funding constraints will be deferred into the 10-year forecast but will not reduce the 10-year funding gap.

In addition, a new pilot process to incorporate Health Equity Informed Planning is being implemented for the 2022 Capital Budget. More information on this project can be found in report CSD 32-2021 Health Equity-Informed Planning Update.

#### New Programs & Use of Assessment Growth Funding

Acknowledging the continued impacts of COVID-19 on a recovering economy, staff is proposing that no new programs be recommended for 2022. This will allow for continued focus on core service delivery during on-going management and recovery from the pandemic. Programs deferred in the 2021 budget will remain deferred in 2022 unless they support growth and can be funded through assessment growth.

The by-law prioritized growth revenue first to tax increment grants (TIGs), then operating growth costs and the Regional share of growth capital projects. Should there be any remaining assessment growth it would be used to help fund the capital financing gap. At this time priority programs identified to date are as follows, in no particular order:

- Hospital financing (CSD 36-2021 Hospital Funding Strategy)
- Hospice Niagara (CSD 24-2021 Hospice Niagara Request for Funding)
- Homelessness capital project operating costs (BRC-C 3-2021 Homelessness Capital Project - Provincial Social Services Relief Funding)
- Niagara Regional Transit governance transition (LNTC-C 2-2021 Niagara Governance Steering Committee Update)

The construction restrictions imposed during lockdowns in 2020 and the assessment valuation continuing at 2016 market values is expected to have a negative impact on assessment growth used in the 2022 budget, potentially reducing funding available to address the priority growth programs. The 2022 assessment growth estimate is 1.3% and is subject to change as information becomes available. The 2021 assessment growth included in the 2021 budget was 1.44% with the average assessment growth over the prior 5 years being 1.4%. The 2021 assessment growth is generally tied to 2019 construction activity. As 2020 construction activity did decline over 2019, we are forecasting a modest decline in the 2022 assessment growth reflecting the 2020 pandemic related construction restrictions. Staff will continue to monitor and report assessment growth estimates throughout the year.

#### Considerations for COVID-19

COVID-19 required a departure from the strategy proposed in by-law 2019-79 Budget Planning for the 2021 budget. The budgeting for the impacts of the pandemic was difficult, as new information was released and changing quickly. Services were also added to address the COVID-19 pandemic and some revenues were restricted for both regional departments and ABC's; these pressures amounted to \$20.3 million (net of already confirmed funding) and were funded initially through reserves and substituted in year with provincial Safe Restart and other funding.

For 2022, the recommended strategy is again to address COVID-19 pressures via funding from other levels of government to maintain taxpayer affordability, as most of these programs and expenses are not expected to remain permanent. The Pandemic Response Division was approved for 2021 and 2022. The second year of this program was estimated at \$13.5 million before business continuity savings. Since the pandemic

is still ongoing incremental costs are anticipated for the 2022 budget. Provincial funding is not yet confirmed for 2022; while the province has reacted to increased municipal pressures with additional funding, the Region should ensure there are sufficient reserve funds to manage risk.

Staff continue to assess financial impacts of the recovery phase which is defined as other impacts of the COVID-19 pandemic not necessarily related to health impacts. Public Health programs put on hold due to restrictions or to facilitate Pandemic Response have set some programs back with adverse community health impacts. Other areas of concerns include long-term care minimum service levels, community mental health programs, and economic development programs. Any permanent programs will require sustainable funding to operate.

#### Budget Timetable

The proposed timetable is provided in appendix 1, resulting in the 2022 Budget being approved before the end of the year, aligning with section 4.2. of the Budget Planning By-law. The order of meetings aligns to section 4.3. of the by-law, whereas the presentation order is Capital, Rate programs, ABCs, and the consolidated Tax Levy.

#### **Alternatives Reviewed**

The purpose of this report is to inform Council of the 2022 proposed strategy to support the development of the operating and capital budget for 2022. Information will continue to be developed, analysed and summarized for the Budget Review Committee to facilitate decision making. As staff are not making any recommendations with respect to increases for the 2022 budget, Council will have the opportunity to consider all options throughout the budget process.

#### **Relationship to Council Strategic Priorities**

The 2022 Budget will provide the financial framework to achieve Council's Strategic Priorities.

#### **Other Pertinent Reports**

CSD 32-2021	Health Equity-Informed Planning Update
CSD 36-2021	Hospital Funding Strategy
CSD 24-2021	CSD 24-2021 Hospice Niagara Request for Funding

PW 39-2020      South Niagara Falls Update  
PW 4-2019      Safe Drinking Water Act Financial Plan of O.Reg. 453/07

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**Prepared by:**

Helen Chamberlain, CPA, CA  
Director Financial Management and  
Planning, Deputy Treasurer  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner Corporate Services,  
Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with Tyler Potts, Senior Budget Analyst, and Ricci Cheung, Senior Budget Analyst, and reviewed by Margaret Murphy, Associate Director Budget Planning and Strategy, and Carrie Sportel, Supervisor Corporate Budgets.

**Appendices**

Appendix 1      2022 Budget Timetable

Appendix 1 – 2022 Budget Timetable

Meeting Type	Subject/Topic	Date
BRCOTW	Budget Planning	June 17, 2021, 6:30 p.m.
Budget Workshop	Capital	September 30, 2021, 4:00 p.m.
BRCOTW	Capital	October 17, 2021, 6:30 p.m.
Budget Workshop	Rate	October 28, 2021, 4:00 p.m.
BRCOTW	Rate	November 4, 2021, 6:30 p.m.
Budget Workshop	Council Authority over ABCs	November 18, 2021, 4:00 p.m.
Council	Rate By-laws	November 18, 2021, 6:30 p.m.
BRCOTW	ABCs	November 25, 2021, 6:30 p.m.
Budget Workshop	Levy	December 2, 2021, 9:00 am
BRCOTW	Consolidated Levy	December 9, 2021, 6:30 p.m.
Council	Levy, Capital, User Fee By-laws	December 16, 2021, 6:30 p.m.



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

### PUBLIC AGENDA

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**Subject:** Capital Project Close Out Report – For the Year 2021

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-07-12

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### Recommendation(s)

**That the Niagara Police Services Board approves the following closure of the identified completed projects and the transfer of funds to the Police Capital Reserve, resulting in a net transfer to the Police Capital Levy of \$94,092.25.**

### Key Facts

- The purpose of this report is to obtain Board approval to close completed capital projects and return the balance of the funds to their original source.
- Maintaining updated records for projects funded by the capital reserves enables the Service to facilitate in the development of sustainable financing strategies for future capital and operating budgets.
- Expenditures for approved capital projects are often incurred over a timeframe of multiple years. In order to ensure that only active projects are maintained, a periodic review of the status of capital projects is conducted.

### Financial Considerations

Approval of the recommendations provides for the returning of capital project funding to its original source to be used in the development of future financing strategies.

### Analysis

Denoted below are projects deemed to be complete with no further activity and ready to be closed. It is recommended that all transfers be accommodated through their source.

Project Closures and transfer to Police Capital Reserve:

Project Id No.	Description	Remaining Balance
10PO1102	Radio System Infrastructure	0.87
20000159	2016 Network Infrastructure	0.43
20000342	2017 Network Infrastructure	72.81

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20000734	2018 Network Infrastructure	(3.97)
20000738	MDT Replacements	265.76
20001265	Judgement Simulator	42.84
20001270	Tactical Search Camera	16.22
20001002	Bomb Suit Replace	446.79
20000736	D5 & D8 Evidence Management Storage	9,704.04
20000156	Evidence Management Storage	38,546.46
20001460	Property & Evidence Safes	45,000.00
<b>Total</b>		<b>94,092.25</b>

### **Alternatives Reviewed**

The only alternative is to not close out the projects identified.

### **Relationship to Police Service/Board Strategic Priorities**

The only alternative is to not close out the projects identified.

### **Relevant Policy Considerations**

For consideration as part of the funding request to Regional Council provided in accordance with the Police Services Act.

### **Other Pertinent Reports**

None

*This report was prepared by Laura Rullo, Manager, Finance and reviewed by Richard Frayne, Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief Support Services.*



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#### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

None





# **NIAGARA REGIONAL POLICE SERVICE**

## **Police Services Board Report**

### **PUBLIC AGENDA**

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**Subject:** Capital Budget and 9-Year Capital Forecast – Budget Year 2022  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-07-12

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### **Recommendation(s)**

That, subject to approval by Regional Council of the consolidated Capital Budget, the Niagara Police Services Board approves the following with regards to the 2022 Police Service Capital Budget and Forecast:

1. That the 2022 Capital Budget of the Niagara Regional Police Service of \$3,916,900 as summarized in Appendix 1, be approved.
2. That financing in the amount of \$3,916,900 be initiated upon approval of the 2022 Capital Budget and be allocated to the projects as summarized in Appendix 1. Financing for the 2022 Capital Budget is from the Police Capital Levy Reserve in the amount of \$1,498,900 from the Vehicles and Equipment Reserve Fund in the amount of \$2,078,000 and from debenture debt in the amount of \$340,000.
3. That the 9-Year Capital Forecast be received as a guideline for the development of future Capital Budgets.

### **Key Facts**

- The purpose of this report is to seek the Board's approval for the 2022 Capital Projects.
- As outlined in the June 2021 Police Service Board report NRPS Budget Planning-2022 Operating and Budget, the Service is required to submit the approved 2022 Capital Budget to Corporate Services by August 2, 2021.
- Consistent with prior years, the Service considered all identified capital requirements and has prepared an annual budget and 9-year forecast that provides for continuity of services based on the Capital Financing Strategy adopted by the Region in 2019.
- Recognizing the significant gap between capital funding and the replacement costs of existing assets, the Region has developed a strategy that will reduce the funding gap

by the year 2029. By adopting this similar strategy, the Service will need to increase its transfers to capital reserve contributions by approximately \$320,000 or 0.2% for each of the years 2022 to 2029.

## **Financial Considerations**

Approving the recommendations set forth in this report will impact the 2022 Operating Budget. The adoption of the proposed capital financing strategy for the 2023-2031 budget years will impact future operating budgets. Without implementation of a long-term investment strategy, there are risks to the sustainability of the Service's capital assets. Consequences include continued deferral of projects, potential asset failure, and reduced level of service. This proposed strategy is consistent with the Region's 2019 capital financing strategy to fund replacement of existing assets using contributions from the operating budget and to fund capital for strategic initiatives from debt financing options.

In 2016, the Niagara Region contracted services with GHD Consulting Engineers to evaluate the state of its assets and provide recommendations on an asset management plan (AMP) strategy. The report scope included Police Fleet and IT assets only with a reported replacement value of \$32.8M. Further, the study reported the fleet asset life cycle to be between 5-9 years; and 4-10 years for IT equipment. The report highlighted the gap in available reserve funds to replace existing assets by using an indicator referred to as the Average Annual Renewal Investment (AARI); this value calculates the annual investment needed to sustain existing assets based on replacement value. For police this optimal annual funding value was calculated to be \$5.6M. Based on the findings of the report, the Niagara Region developed a capital financing strategy that received council approval in 2019 (CSD51-2019). The strategy emphasized linking revenue and expenditure decisions for sustainability using various financing sources for different types of infrastructure.

The four main sources of capital financing to fund the 10-year capital program are debt, reserves (pay-as-you-go), development charges, and external sources. With debt and development charges used to support strategic initiatives and growth projects, reserves would be used to fund replacement of existing assets in support of current levels of service. Since there exists a significant gap between annual capital reserve contributions and capital replacement costs, a capital financing strategy was adopted by the Region that would reduce the funding gap by 2029. This strategy required the Region to commit 1% of the tax levy increase per year toward increasing the capital funds used for levy departments and debt financed projects.

Service staff are recommending a similar capital financing strategy be introduced beginning in 2022 to reduce the gap between capital reserve contributions and forecasted replacement costs by 2029. The Service currently utilizes two methods of financing capital expenditures: 1) contributions from the operating budget and 2) debt financing. Historically, the Service has funded its asset replacement with a combination of contributions from the operating budget (reserve funds) and debt financing from the Region capital budget. The operating budget contributions have been maintained at \$2.8M per annum with only minor fluctuations made to this base. Due to the significant cost associated with debt financing, there is a maximum annual limit placed on its use. This results in prioritizing capital assets submitted by all Region

departments including ABCs where many are deferred to subsequent years. For those deferred projects, this strategy results in a potential risk of failure. A more sustainable and cost-effective strategy has been adopted by the Region to fund the replacement of existing assets from reserves that are contributed from the operating budget. This strategy is also proposed for the Service. The table below highlights the current contributions to capital reserves levels approved for the 2021 operating budget and the target annual contributions from Operating budget based on the AMP study's AARI indicator.

	<b>Amount</b>
2021 Operating Budget Contributions to Capital Levy Reserve	\$1,425,000
2021 Operating Budget Contributions to Vehicle Levy Reserve	1,400,000
<b>Total – 2021 Contributions to Capital &amp; Vehicle Levy Reserves</b>	<b>\$2,825,000</b>
2029 Target Annual Capital Re-Investment Funding	\$5,625,000
<b>Funding Shortfall</b>	<b>\$2,800,000</b>

To mitigate this funding gap, an 8-year funding strategy is proposed that will require the following:

- In 2022, redirect \$240,000 from existing budgeted operating accounts in Fleet and IT to the capital reserve account.
- In 2022, redirect the one-day salary surplus budget of \$500,000 for a one-time contribution to the capital reserve account.
- In 2022, commit \$320,000 or 0.2% of the base increase to the vehicle replacement reserve account.
- For the years 2023-2029, commit \$320,000 or 0.2% of the base increase to the capital levy reserves.

With this investment, the Service would achieve its target AARI asset replacement value of \$5.6M by 2029. The following table illustrates the proposed capital financing strategy for 2022.

	<b>Amount</b>	<b>Incr to 2022 Budget</b>
<b>2021 Operating Budget contributions to Capital Reserve</b>	<b>\$2,825,000</b>	
<b>Plus:</b> Redirect existing 2022 Operating Budgets from within Fleet & IT	240,000	Nil
Redirect salary savings realized from one less budget day in 2022; one-time contribution	500,000	Nil
2022 Base increase	320,000	0.2%
<b>2022 Operating Budget contributions to Capital Reserve</b>	<b>\$3,885,000</b>	

Further, for the years 2023 to 2029 a base increase of \$320,000 is proposed to achieve an operating budget contribution to capital reserve funds of \$5,625,000 by 2029. During

this period (2023 to 2029), the Service will continue to require debt financing to bridge the financing gap for the replacement of its assets. However, this strategy would ensure the Service achieves the Region's capital financing strategy of "pay as you go" by 2029. It is important to note that the Service will continue to use debt financing for its long-term accommodation strategy which will be developed in consultation with the Region.

This capital financing strategy will require the use of the one surplus salary budget day in 2022 in the amount of \$500,000 and committing new base budget dollars totaling \$320,000 or 0.2% which could otherwise be used to mitigate known budget pressures anticipated for this year.

Appendix 2 illustrates the contributions from reserves, the capital disbursements, and planned account balances for the years 2022 through to 2031. Appendix 3 provides a summary of capital expenditure forecasts and their funding sources which are either from capital levy reserves or debt financing.

## **Analysis**

The capital budget and forecast identify the projects and funding sources required to provide the Service with vehicles, equipment, and facilities. The 2022 capital budget is being presented to the Board for approval. The subsequent 9-year forecast has been updated and is being submitted to ensure that a plan for continuity of services is maintained.

The Service undertakes a thorough capital budget process that considers the current state of repair for existing assets which support current levels of service, emerging trends (specifically new technologies), the adoption of legislated changes in policing, and the Police Service Board's Strategic Plan. On May 18, the capital budget process was launched with Program Managers submitting their capital needs to each division Executive Lead. Each capital proposal is reviewed and then recommended by the Executive Lead for further consideration if supported. Of the submitted proposals a total of 23 projects valued at \$8.2M were selected for first round review.

On June 21, Executive Leaders met to review and prioritize each of the capital projects selected in the first round; this meeting was facilitated by the Finance Manager. Upon completion of the meeting, 6 capital projects valued at \$3.4M were either deferred or existing funds within the operating budget were identified as alternative financing option. The remaining 17 projects valued at \$4.8M were advanced to the second round. Since the remaining projects exceeded available funds, each Executive Lead was asked to follow up with Program Managers to determine risk of asset failure or impact to operations if their project was deferred to a future year. During this period of review, the Finance Unit considered a capital financing strategy that recognized the capital asset requests put forward for 2022 and the potential impact on operations by deferring any of the projects to the following year. This collaborative effort resulted in a further reduction of approximately \$0.5M where 5 projects considered to be least impactful to operations for

the 2022 year were deferred. One project submitted for consideration, NG911, was placed on hold.

The final list of projects submitted for Board approval excludes the capital project for NG911 which requested \$450,000 funded from debenture. After consultation with the Region, the NG911 2022 Capital Project is held pending the completion of an assessment report from a third-party consultant due by Q4 of 2021.

In preparation for new generation i3 standards technology solutions (NG911) a CRTC mandated requirement by March 31, 2024, the Service submitted and received capital funding approval totaling \$1,100,000; \$400,000 in 2019 and \$700,000 in 2020 respectively. For the 2022 Capital Budget process, the Service was prepared to submit a request to fund an additional \$450,000 using debenture financing based on preliminary information estimating the cost of a turnkey solution to be approximately \$1.5M. However, in consultation with the Region, this project will remain on hold pending the results of the consultant report. Once this report is complete, the Region has committed to the Service it will propose sources of financing if the project costs are expected to exceed \$1.1M.

Appendix 1 provides a summary of the projects selected for the 2022 Capital Budget. The total requested capital expenditure for 2022 is \$3,916,900. The request represents a decrease of \$1,972,100 from the amount forecasted in 2021. Detailed Capital Project Business Cases for each proposed 2022 Capital Project are attached as Appendix 5 (1-11)

<b>Appendix 5</b>	<b>Project Description</b>	<b>Amount</b>
(1)	Vehicle Replacement	\$1,928,000
(2)	IT and Network Equipment Lifecycle Replacement	900,000
(3)	Dive Truck	340,000
(4)	Rapid Deployment Front Line Equipment	240,000
(5)	CEW Replacement	168,000
(6)	Binocular Night Vision Devices	62,000
(7)	Collision Scene Mapping and Data Collector System	45,000
(8)	Breath Alcohol Tester Instruments	32,400
(9)	Roadside Screening Devices	29,500
(10)	Equipment Asset Tracker	22,000
(11)	Command Post	150,000
	<b>Total</b>	<b>\$3,916,900</b>

The two potential sources of capital financing for Niagara Regional Police Service Capital Projects are capital reserves or the issuance of debenture debt. The total amount of the 2022 Capital Projects financed by Reserve Accounts is \$3,576,900 and \$340,000 by debt.

## Capital Forecast

The Capital Forecast for 2023 to 2031 is summarized in Appendix 3 and detailed in Appendix 4 (A – I). For each year, a comparison of the updated forecast to that previously presented during the 2021 Capital Budget and forecast is included. Revisions reflect adjustments in timing, estimated expenditures and new initiatives. When a significant capital acquisition is made, the replacement of that asset is forecasted in a timeframe consistent with its estimated useful life. As a result, the forecast serves as a comprehensive guideline for the Service that is very important in ensuring continuity of services provided as well as enhancing the accuracy of long-term financial plans.

The 9-year forecast includes \$40M for the Facility Master Plan which outlines plans for a new Training facility, Emergency Service facility, and Fleet/Quartermaster. In addition, other major capital replacements required over the next ten years have been identified with estimated figures. Total investment for the period of 2022 to 2031, including facilities, is \$95.1M. As previously mentioned, the Service is proposing a similar strategic financing approach for replacement of existing assets as implemented by the Region. The Service continues to develop a funding strategy to support the Asset Management Plan implemented by the Region. This includes a framework of planning, tracking and control of assets, preventative maintenance to preserve the life span of the asset as well as its disposal when the asset reaches its end of life.

In conclusion, the capital budget and forecast identify the projects and funding sources required to maintain the Service and provide it with equipment and facilities. The 2022 Capital Budget is being presented to the Board for approval of the total expenditures and the initiation of financing. The subsequent 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

## **Alternatives Reviewed**

The Service has considered alternative funding strategies that provide for continuity of services within a sustainable funding strategy. Some of the alternative strategies considered but not recommended are as follows:

- 1) Present no long-term capital funding strategy and maintain capital reserve financing at current levels \$2.825M. This strategy is not recommended as it does not support a sustainable asset management plan and is not a cost-effective option because it would continue to place a significant dependency on debt financing.
- 2) Do not use \$500,000 savings from the one salary day budget as a one-time investment to the capital levy reserve. This strategy is not recommended as the Service would be required to defer capital projects submitted for 2022 and 2023 or if asset replacement is critical would require the use of debt financing.

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## Relationship to Police Service/Board Strategic Priorities

The budget preparation process is conducted in consideration of Regional objectives, with efforts to balance the information requirements of the Region as outlined in the Municipal Act with the accountabilities of the Police Services Board under the Police Services Act.

## Relevant Policy Considerations

- By-Law 384-2019 - Financial Reporting, Control and Procurement of Goods and Service
- Police Services Act

## Other Pertinent Reports

June 24, 2021 Police Service Board meeting –8.1 Budget Planning –Operating and Capital Budget for the Year 2022.

*This report was prepared by Laura Rullo, Manager, Finance, reviewed by Richard Frayne, Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief Support Services.*



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### Submitted by:

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## Appendices

Appendix 1	Preliminary 2022 Capital Budget*
Appendix 2	Projected Capital Levy Reserve and Vehicles and Equipment Replacement Reserve Fund Balances*
Appendix 3	Proposed Capital Budget & 9 Forecast Summary*
Appendix 4 (A-I)	Detailed Capital Budget Forecast for the Years: 2023-2031*
Appendix 5 (1-11)	Detailed Capital Budget Business Cases

\*Appendices have not met AODA compliance and can be provided in AODA compliant format upon request

**APPENDIX 1**  
**Preliminary 2022 Capital Budget**  
**Year:**

		2022						
		2021	2022	2022	2022 Capital Financing			
		Forecast for	Program	Capital	Capital	Vehicles & Eq'm Repl.	Debenture	Total
Project No.	Description	2022	Changes	Budget	Levy	Fund	Approvals	2022 Financing
1	Vehicle Replacement	1,500,000	428,000	1,928,000		1,928,000		1,928,000
2	IT & Network Equipment Lifecycle Replacement	800,000	100,000	900,000	900,000			900,000
3	Dive Truck		340,000	340,000			340,000	340,000
4	Rapid Deployment Front Line Equipment		240,000	240,000	240,000			240,000
5	CEW Replacement	75,000	93,000	168,000	168,000			168,000
6	Binocular Night Vision Devices		62,000	62,000	62,000			62,000
7	Collision Scene Mapping Robotic System		45,000	45,000	45,000			45,000
8	Breath Alcohol Tester Instruments		32,400	32,400	32,400			32,400
9	Roadside Screening Devices		29,500	29,500	29,500			29,500
10	Equipment Asset Tracker - Phase 2	150,000	(128,000)	22,000	22,000			22,000
11	Command Post		150,000	150,000		150,000		150,000
	Capital Asset Acquisitions	350,000	(350,000)	-	-			-
	Speed Detection Devices	14,000	(14,000)	-	-			-
	Body Worn Cameras	3,000,000	(3,000,000)	-			-	-
	<b>TOTAL</b>	<b>5,889,000</b>	<b>-1,972,100</b>	<b>3,916,900</b>	<b>1,498,900</b>	<b>2,078,000</b>	<b>340,000</b>	<b>3,916,900</b>
					38.3%	53.1%	8.7%	100.0%



**APPENDIX 2****Projected Capital Levy Reserve and Vehicles and Equipment Replacement Reserve Fund Balances**

	Yr0	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	
<b>POLICE CAPITAL LEVY</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>Total</b>
Opening Balance	378,252	654,352	209,352	234,352	279,352	594,352	679,352	534,352	459,352	484,352	378,252
Add: Net Current Budget Contributions	1,775,000	1,705,000	2,025,000	2,345,000	2,665,000	2,985,000	3,305,000	3,625,000	3,625,000	3,625,000	27,680,000
Less: Allocations to Capital:	-1,498,900	-2,150,000	-2,000,000	-2,300,000	-2,350,000	-2,900,000	-3,450,000	-3,700,000	-3,600,000	-3,500,000	-27,448,900
Closing Balance	654,352	209,352	234,352	279,352	594,352	679,352	534,352	459,352	484,352	609,352	609,352
Target Minimum Reserve Balance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
<b>VEHICLE &amp; EQ'M REPL. RESERVE</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>Total</b>
Opening Balance	24,045	56,045	106,045	256,045	306,045	456,045	506,045	506,045	506,045	506,045	24,045
Add: Current Budget Contributions	2,110,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,110,000
Less: Allocations to Capital	-2,078,000	-1,950,000	-1,850,000	-1,950,000	-1,850,000	-1,950,000	-2,000,000	-2,000,000	-2,000,000	-2,350,000	-19,978,000
Closing Balance	56,045	106,045	256,045	306,045	456,045	506,045	506,045	506,045	506,045	156,045	156,045
Target Minimum Reserve Balance	0	0	0	0	0	0	0	0	0	0	

### APPENDIX 3

#### Proposed Capital Budget & 9-Year Forecast:

2022-2031

Year	2021 Forecast	2022 Program Changes	2022 Capital Budget & Forecast	Total Capital Expenditures	Sources of Financing for Capital Budget								
					Capital Levy	%	Vehicles & Equ'm Repl. Res. Fund	%	Debenture Approvals	%	%	Total Financing	%
2022	5,889,000	(1,972,100)	3,916,900	3,916,900	1,498,900	38.3	2,078,000	53.1	340,000	8.7	0.0	3,916,900	100.0
2023	44,314,000	(38,714,000)	5,600,000	9,516,900	2,150,000	38.4	1,950,000	34.8	1,500,000	26.8	0.0	5,600,000	100.0
2024	5,214,000	39,286,000	44,500,000	54,016,900	2,000,000	4.5	1,850,000	4.2	40,650,000	91.3	0.0	44,500,000	100.0
2025	3,614,000	1,786,000	5,400,000	59,416,900	2,300,000	42.6	1,950,000	36.1	1,150,000	21.3	0.0	5,400,000	100.0
Subtotal	59,031,000	385,900	59,416,900		7,948,900	13.4	7,828,000	13.2	43,640,000	73.4	0.0	59,416,900	100.0
2026	3,714,000	1,136,000	4,850,000	64,266,900	2,350,000	48.5	1,850,000	38.1	650,000	13.4	0.0	4,850,000	100.0
2027	3,664,000	1,586,000	5,250,000	69,516,900	2,900,000	55.2	1,950,000	37.1	400,000	7.6	0.0	5,250,000	100.0
2028	3,764,000	1,686,000	5,450,000	74,966,900	3,450,000	63.3	2,000,000	36.7	-	0.0	0.0	5,450,000	100.0
2029	3,864,000	1,836,000	5,700,000	80,666,900	3,700,000	64.9	2,000,000	35.1	-	0.0	0.0	5,700,000	100.0
2030	3,464,000	2,136,000	5,600,000	86,266,900	3,600,000	64.3	2,000,000	35.7	-	0.0	0.0	5,600,000	100.0
2031	8,850,000	-	8,850,000	95,116,900	3,500,000	39.5	2,350,000	26.6	3,000,000	33.9	0.0	8,850,000	100.0
Subtotal	27,320,000	8,380,000	35,700,000		19,500,000	54.6	12,150,000	34.0	4,050,000	11.3	0.0	35,700,000	100.0
Grand Total	86,351,000	8,765,900	95,116,900		27,448,900	28.9	19,978,000	21.0	47,690,000	50.1	0.0	95,116,900	100.0

# APPENDIX 4 (A)

## Niagara Regional Police Service -Detailed Capital Budget Forecast

Year: 2023

Project Description	2021 Forecast for 2023	Program Changes	2023 Capital Budget	2023 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2023 Financing
Vehicles	1,500,000	450,000	1,950,000	-	1,950,000	-	1,950,000
IT & Network Equipment Replacement	950,000	50,000	1,000,000	1,000,000	-	-	1,000,000
NG911		100,000	100,000		-	100,000	100,000
Capital Asset Acquisitions	350,000	650,000	1,000,000	1,000,000			1,000,000
CEW Replacements	1,100,000	(950,000)	150,000	150,000	-		150,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Body Worn Cameras		1,000,000	1,000,000			1,000,000	1,000,000
Mobile Communications Unit	400,000		400,000	-	-	400,000	400,000
Centralized Facility Model - Phase 2	40,000,000	(40,000,000)	-			-	-
				-			
<b>TOTAL</b>	<b>44,314,000</b>	<b>-38,714,000</b>	<b>5,600,000</b>	<b>2,150,000</b>	<b>1,950,000</b>	<b>1,500,000</b>	<b>5,600,000</b>
				38.4%	34.8%	26.8%	100.0%

**APPENDIX 4 (B)**

**Niagara Regional Police Service -Detailed Capital Budget Forecast**

**Year: 2024**

Project Description	2021 Forecast for 2024	Program Changes	2024 Capital Budget	2024 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2024 Financing
Vehicles	1,600,000	250,000	1,850,000	-	1,850,000		1,850,000
IT & Network Equipment Replacement	1,000,000	(100,000)	900,000	900,000			900,000
Capital Asset Acquisitions	350,000	600,000	950,000	950,000			950,000
CEW Replacements	1,100,000	(950,000)	150,000	150,000			150,000
Speed Detection Devices	14,000	(14,000)	-	-			-
Remote Controlled Explosive Unit	500,000	(500,000)	-	-			-
Voice Radio System - Mobiles	650,000		650,000			650,000	650,000
Centralized Facility Model - Phase 2		40,000,000	40,000,000			40,000,000	40,000,000
<b>TOTAL</b>	<b>5,214,000</b>	<b>39,286,000</b>	<b>44,500,000</b>	<b>2,000,000</b>	<b>1,850,000</b>	<b>40,650,000</b>	<b>44,500,000</b>
				4.5%	4.2%	91.3%	100.0%

**APPENDIX 4 (C)****Niagara Regional Police Service -Detailed Capital Budget Forecast****Year: 2025**

<b>Project Description</b>	<b>2021 Forecast for 2025</b>	<b>Program Changes</b>	<b>2025 Capital Budget</b>	<b>2025 Capital Financing</b>			
				<b>Capital Levy</b>	<b>Vehicles &amp; Eq'm Repl. Fund</b>	<b>Debenture Approvals</b>	<b>Total 2025 Financing</b>
Vehicles	1,600,000	350,000	1,950,000	-	1,950,000	-	1,950,000
IT & Network Equipment Replacement	1,000,000		1,000,000	1,000,000	-	-	1,000,000
Capital Asset Acquisitions	350,000	800,000	1,150,000	1,150,000	-	-	1,150,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Voice Radio System - Mobiles	650,000		650,000			650,000	650,000
Remote Controlled Explosive Unit		500,000	500,000			500,000	500,000
CEW Replacements		150,000	150,000	150,000			150,000
<b>TOTAL</b>	<b>3,614,000</b>	<b>1,786,000</b>	<b>5,400,000</b>	<b>2,300,000</b>	<b>1,950,000</b>	<b>1,150,000</b>	<b>5,400,000</b>
				42.6%	36.1%	21.3%	100.0%

# APPENDIX 4 (D)

## Niagara Regional Police Service -Detailed Capital Budget Forecast

Year: 2026

Project Description	2021 Forecast for 2026	Program Changes	2026 Capital Budget	2026 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2026 Financing
Vehicles	1,600,000	250,000	1,850,000	-	1,850,000	-	1,850,000
IT & Network Equipment Replacement	1,100,000	-	1,100,000	1,100,000	-	-	1,100,000
Capital Asset Acquisitions	350,000	750,000	1,100,000	1,100,000	-	-	1,100,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Voice Radio System -Mobiles	650,000		650,000			650,000	650,000
CEW Replacements		150,000	150,000	150,000			150,000
<b>TOTAL</b>	<b>3,714,000</b>	<b>1,136,000</b>	<b>4,850,000</b>	<b>2,350,000</b>	<b>1,850,000</b>	<b>650,000</b>	<b>4,850,000</b>
				48.5%	38.1%	13.4%	100.0%

**APPENDIX 4 (E)**  
**Niagara Regional Police Service -Detailed Capital Budget Forecast**  
**Year: 2027**

Project Description	2021 Forecast for 2027	Program Changes	2027 Capital Budget	2027 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2027 Financing
Vehicles	1,700,000	250,000	1,950,000	-	1,950,000	-	1,950,000
IT & Network Equipment Replacement	1,100,000	200,000	1,300,000	1,300,000	-	-	1,300,000
Capital Asset Acquisitions	350,000	1,150,000	1,500,000	1,500,000	-	-	1,500,000
CEW Replacements	100,000		100,000	100,000	-	-	100,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Voice Radio System -Portables	400,000		400,000			400,000	400,000
<b>TOTAL</b>	<b>3,664,000</b>	<b>1,586,000</b>	<b>5,250,000</b>	<b>2,900,000</b>	<b>1,950,000</b>	<b>400,000</b>	<b>5,250,000</b>
				55.2%	37.1%	7.6%	100.0%

**APPENDIX 4 (F)****Niagara Regional Police Service -Detailed Capital Budget Forecast****Year: 2028**

<b>Project Description</b>	<b>2021 Forecast for 2028</b>	<b>Program Changes</b>	<b>2028 Capital Budget</b>	<b>2028 Capital Financing</b>			
				<b>Capital Levy</b>	<b>Vehicles &amp; Eq'm Repl. Fund</b>	<b>Debenture Approvals</b>	<b>Total 2028 Financing</b>
Vehicles	1,800,000	200,000	2,000,000	-	2,000,000	-	2,000,000
IT & Network Equipment Replacement	1,100,000	600,000	1,700,000	1,700,000	-	-	1,700,000
Capital Asset Acquisitions	350,000	900,000	1,250,000	1,250,000	-	-	1,250,000
CEW Replacements	100,000		100,000	100,000	-	-	100,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Voice Radio System -Portables	400,000		400,000	400,000			400,000
<b>TOTAL</b>	<b>3,764,000</b>	<b>1,686,000</b>	<b>5,450,000</b>	<b>3,450,000</b>	<b>2,000,000</b>	<b>-</b>	<b>5,450,000</b>
				63.3%	36.7%	0.0%	100.0%



**APPENDIX 4 (G)**  
**Niagara Regional Police Service -Detailed Capital Budget Forecast**  
**Year: 2029**

Project Description	2021 Forecast for 2029	Program Changes	2029 Capital Budget	2029 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2029 Financing
Vehicles	1,800,000	200,000	2,000,000	-	2,000,000	-	2,000,000
IT & Network Equipment Replacement	1,100,000	500,000	1,600,000	1,600,000	-	-	1,600,000
Capital Asset Acquisitions	350,000	1,150,000	1,500,000	1,500,000	-	-	1,500,000
CEW Replacements	200,000		200,000	200,000	-	-	200,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Voice Radio System -Portables	400,000		400,000	400,000			400,000
<b>TOTAL</b>	<b>3,864,000</b>	<b>1,836,000</b>	<b>5,700,000</b>	<b>3,700,000</b>	<b>2,000,000</b>	<b>-</b>	<b>5,700,000</b>
				64.9%	35.1%	0.0%	100.0%

**APPENDIX 4 (H)**

**Niagara Regional Police Service -Detailed Capital Budget Forecast**

**Year: 2030**

Project Description	2021 Forecast for 2030	Program Changes	2030 Capital Budget	2030 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2030 Financing
Vehicles	1,800,000	200,000	2,000,000	-	2,000,000		2,000,000
IT & Network Equipment Replacement	1,100,000	500,000	1,600,000	1,600,000			1,600,000
Capital Asset Acquisitions	350,000	1,150,000	1,500,000	1,500,000			1,500,000
CEW Replacements	200,000		200,000	200,000			200,000
Speed Detection Devices	14,000	(14,000)	-	-			-
Explosive Tactical Robot		300,000	300,000	300,000			300,000
<b>TOTAL</b>	<b>3,464,000</b>	<b>2,136,000</b>	<b>5,600,000</b>	<b>3,600,000</b>	<b>2,000,000</b>	<b>-</b>	<b>5,600,000</b>
				64.3%	35.7%	0.0%	100.0%

**APPENDIX 4 (I)**  
**Niagara Regional Police Service -Detailed Capital Budget Forecast**  
**Year: 2031**

Project Description	2031 Capital Budget	2031 Capital Financing			
		Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2031 Financing
Vehicles	1,850,000	-	1,850,000	-	1,850,000
IT & Network Equipment Replacement	1,700,000	1,700,000	-	-	1,700,000
P25 System Upgrade	3,000,000			3,000,000	3,000,000
Capital Asset Acquisitions	1,600,000	1,600,000	-	-	1,600,000
CEW Replacements	200,000	200,000	-	-	200,000
Marine Vessel	500,000		500,000		500,000
					-
<b>TOTAL</b>	<b>8,850,000</b>	<b>3,500,000</b>	<b>2,350,000</b>	<b>3,000,000</b>	<b>8,850,000</b>
		39.5%	26.6%	33.9%	100.0%

## APPENDIX 5(1): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Vehicle Replacement
<b>DEPARTMENT NAME:</b> FLEET
<b>ASSET DESCRIPTION:</b> Fleet pool consists of 141 Patrol vehicles, 26 administrative vehicles, 123 investigative class, 72 specialty and 8 utility class vehicles. The life cycle of these vehicles varies from 5 to 15 years. In addition, the Service operates several other specialty items such as motorcycles and watercraft vessels. The life cycle on these items is greater than 15 years. The vehicles and specialty units are outfitted with specialized equipment for emergency response that form part of the asset.
<p><b>REASON FOR REQUEST:</b> The vehicle replacement program takes into consideration the age of the vehicle, odometer readings, overall condition and intended/projected applications of the asset to ensure overall safety and effective guardianship of the asset. Appropriate and deliberate considerations provide a vehicle replacement succession which allows for effective mechanical and operating conditions of the Service fleet pool in order to minimize repair costs and associated downtime and maximize vehicle reliability. By virtue of their duties, patrol vehicles are operated in harsh conditions, often 24 hours a day/7 day a week. As an emergency service, vehicle reliability and availability are important factors and must be secured through appropriate vehicle replacement.</p> <p>This year, the capital project will include a replacement of the inflatable sponson on the exterior of the hull of the Service's 22-foot Titan rigid hull inflatable boat. The purpose of the sponson on this type of vessel is to provide reserve buoyancy and stability during rough and adverse weather conditions on the Great Lakes. The current sponsons are showing signs of moderate to advanced wear at critical pressure points. The attachment straps at the rear of the hull are stretched and wearing through the Hypalon material. This could allow the sponson to flex to the point where the straps could snap, allowing the vessel to list side to side at dangerous angles not permitted by the original design performance limits.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• An annual replacement strategy ensures continuity of service is maintained while reducing fluctuations to the Operating budget which funds the fleet pool.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• Incurring substantial repair costs due to the harsh conditions patrol cars endure.</li> <li>• No sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2022)</b>	<b>Year 2 (2023)</b>	<b>Year 3 (2024)</b>	<b>Year 4 (2025)</b>
<b>Total</b>	<b>\$1,928,000</b>	<b>\$1,950,000</b>	<b>\$1,850,000</b>	<b>\$1,950,000</b>
<b>FUNDED BY:</b> Vehicle Reserve Fund				

<b>OPERATING BUDGET IMPACT:</b>
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The cost of preventative maintenance and repair and minor vehicle supply costs is included in the Operating Budget.

## APPENDIX 5(2): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> IT and Network Equipment Lifecycle Replacement
<b>DEPARTMENT NAME:</b> Technology Service
<b>ASSET DESCRIPTION:</b> IT assets include computing equipment such as PCs, laptops, servers, disk storage, telecommunications including portable radio system and infrastructure, CCTV cameras, network appliances, mobile appliances, facility audiovisual equipment, vehicle mobile dispatch hardware and many software solutions for police operations and administrative services. Lifecycle of most IT assets span 5-7 years.
<b>REASON FOR REQUEST:</b>  <p>This Capital Project provides funding strategy to replace assets - as deemed operationally and technologically necessary – computing equipment such as PCs, Laptops, Servers (Physical/Virtual), Enterprise Disk Storage, Telecommunications devices (fixed &amp; Mobile), CCTV, network appliances, etc. Support modernization of technology service-delivery processes by updating operationally essential services reaching the end of their useful life and maintaining adequate 24/7 access to the NRPS network and services. Furthermore, support the enablement of new initiatives as included in Strategic Plans once approved for implementation to enhance technology, operational business continuity, and staffing efficiencies in a comprehensive and integrated fashion.</p> <p>Scheduled replacement for 2022 includes enterprise storage server, desktops, laptops and monitors, mobile modems and firewall appliances.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• An annual replacement strategy ensures continuity of service is maintained while reducing fluctuations to the Operating budget which funds the IT equipment replacement.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• No sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2022)</b>	<b>Year 2 (2023)</b>	<b>Year 3 (2024)</b>	<b>Year 4 (2025)</b>
<b>Total</b>	<b>\$900,000</b>	<b>\$1,000,000</b>	<b>\$900,000</b>	<b>\$1,000,000</b>
<b>FUNDED BY:</b> Capital Levy Reserve				

<b>OPERATING BUDGET IMPACT:</b>
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There is no significant impact to the operating budget with this replacement strategy. All software licensing and annual maintenance agreements are budgeted within the operating budget.

## APPENDIX 5(3): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Dive Truck
<b>DEPARTMENT NAME:</b> Underwater Search and Recovery Unit (USRU)
<b>ASSET DESCRIPTION:</b> The Dive Truck is used to transport specialized equipment for the USRU team including cameras and sonar used for aquatic environment related calls. The truck functions as the command and communication center and working space at incidents providing a location to conduct briefings away from the public. It can quickly become the home for an 8-member team for several days at a time and is often used in extreme environmental conditions for extended periods of time.
<b>REASON FOR REQUEST:</b> <p>The truck was manufactured in 2006 and is showing wear and tear through mechanical breakdowns and lacking the ability to meet the very specific needs of a highly technical unit. The current truck is unable to carry all the team's equipment due to the weight capacity limits of the chassis. With minimal equipment on the current truck the weight capacity limit is reached without addition of any other required equipment. With the truck operating at the capacity limit on a continual basis this results in increased wear on the vehicle components, such as suspension and breaks. When all required equipment is loaded onto the current vehicle the capacity limit is exceeded by nearly 2000lbs. To mitigate this an old ATV trailer and fleet truck which were both taken out of service and slated for auction due to age and condition were temporarily acquired. This now makes five trucks and a trailer required at a site which can be a logistical issue due to available manpower. By using the trailer and additional trucks response times to incidents have increased due to the need to load equipment that could have been stored on suitable primary truck.</p> <p>In addition to the purchase of a utility vehicle with the required weight capacity, the construction of a custom box, a portable generator, a high-pressure air compressor and new dive control system are also included in the capital project.</p> <p>The current dive truck contains three motor systems (Main truck motor, generator motor, and compressor motor). This results in up to three diesel motors running at the same time. Thus, creating an increased amount of exhaust. With the new truck the design plan is to eliminate the need for diesel generator and compressor motors using a power take-off system (PTO). A PTO unit would run off the main truck motor to power the electrical generator which in turn would provide the power to a new electrical compressor. This reduces the amount of exhaust emissions and risk of contamination in the diver's air supply.</p> <p>By purchasing a new generator which is powered by the PTO system issues related to exhaust and weight will be addressed. The new generator would be required to provide enough power to run the new electrically powered compressor. The current generator is not suitable for providing enough power to operate an electric compressor. The generator is built into the truck body and would need to be replaced at the same time to address issues of mounting and wiring.</p> <p>The current diesel-powered compressor is 14 years old and nearing the recommended overhaul. It requires an officer to stay with it and drain condensation collectors every 10 to 15 minutes. This results in inefficient use of an officer's time. A new unit would provide for more efficiency in officer's time using "auto" drains. This system does not require an officer to remain with the system to manual perform the drain function. It also would be able to provide air faster for fills and to the diver by being a higher rated compressor system. Due to custom construction of the truck body the change in</p>

## APPENDIX 5(3): CAPITAL PROJECT BUSINESS CASE

compressor system needs to be conducted at the same time to address issues of wiring, air supply, and mounting related to the install.

OHSA O. Reg 629/94 (Diving Operations) and CSA Diving Standards require that whenever a diver is in the water there is a standby (safety) diver prepared to assist in an emergency. If the diving location requires that the diver enter a confined space or overhead environment that a second diver be in the water to act as a “in-water” tender. In this case a third diver must be dressed to act as the standby (safety) diver. With the current surface supplied air control plane only two divers can be supported. This requires a second panel to be setup which increases space required and equipment needs. A new three diver panel would provide support for three divers without the need of a second panel being setup. The design of the three-diver panel also increases the safety provided to a diver in the event of a panel failure by having independent air supply and control system for each diver. Due to the panel design and hose routing required the purchase of this equipment at the same time as the truck allows for fabrication into the truck body.

Most items will be transferable from the current truck to the new asset. These include items such as the high-pressure air banks, fill station, and specialized diving equipment. Anticipated timeframe from the issuance of a Request for Proposal (RFP), award contract, construct and retrofit equipment is anticipated to be 12 to 18 months (Summer of 2023).

**The identified asset benefits include:**

- Asset will comply with road safety and occupational health and safety regulations related to necessary equipment required to support divers.

**The risk identified with not approving the asset include:**

- Multiple vehicle assets will be required to support the equipment required for an aquatic environment related call.
- Impact to response time.

### PROJECT CAPITAL EXPENDITURES:

	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
<b>Total</b>	<b>\$340,000</b>			
<b>FUNDED BY: Debt</b>				

### OPERATING BUDGET IMPACT:

There is no significant impact to operating budget.

## APPENDIX 5(4): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Response to Active Attacker Incidents - Front-Line Equipment
<b>DEPARTMENT NAME:</b> District Operations
<b>ASSET DESCRIPTION:</b> A bulk purchase of 160 Hard Body protective armour and breaching tools to be equipped to front line officers for use in response to active attacker incidents. Hard body armour is designed to provide a level of protection against high-powered firearms. Breaching Tools are required to assist in providing officers with expedited access to locked or barricaded doors.
<b>REASON FOR REQUEST:</b>  <p>The purpose of this new asset is to provide a level of protection against high-powered firearms, capable of discharging high-velocity projectiles, which the current soft body armour does not provide. Members in Immediate Rapid Deployment roles will be afforded an enhanced level of protection, decreasing the potential for loss of life or grievous bodily harm, and increasing operational effectiveness in response to firearm-related violent events. It is anticipated that the this will be required to be compliant with “Response to Active Attacker Incidents” Regulation. In addition to the hard body protective armour called for in the draft regulation, every motor vehicle that is being used by police officers performing patrol function must contain a breaching tool.</p> <p>There will be an initial bulk purchase of 160 hard body armour and breaching tools to equip each patrol vehicle.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>Enhances officer safety to respond to firearm-related violent events</li> <li>Enhance community safety preparedness</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>Front line officers not equipped with protective gear will require alternative tactics to minimize exposure to potential firearm-related violence. This type of approach has the potential to negatively impact public safety.</li> <li>Failure to meet Immediate Rapid Deployment Regulation</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
<b>Equipment</b>	\$240,000			
<b>Other: Trade In</b>				
<b>Total</b>	<b>\$240,000</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				

<b>OPERATING BUDGET IMPACT:</b>
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No immediate impact however any future replacement of this equipment will be administered within the uniform and minor equipment operating budget accounts.



## APPENDIX 5(5): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> CEW Replacement
<b>DEPARTMENT NAME:</b> Training Unit
<b>ASSET DESCRIPTION:</b> A Conductive Energy Weapon (CEW) functions by applying electrical impulses to the receiver, causing involuntary muscle contractions and temporary immobilization.
<p><b>REASON FOR REQUEST:</b> The Service currently deploys 271 Taser X26P CEWs, in a pooled program. This project intends to replace all 271 units of the aging X26P model with the upgraded Taser 7. Originally purchased in 2014, the X26P provided suitable intermediate weaponry for frontline deployment. A regular monitoring and maintenance program, administered by the Training Unit, has identified that the X26P model experiences an increased fail rate in the 3-to-5-year service range, requiring replacement. Of the 271 units, in 2021 only 62 are under warranty, and in 2023 only 37 will be under warranty.</p> <p>In the fall of 2020, the Ministry of the Solicitor General approved the Taser 7 CEW platform for use by Ontario police services. A Service-wide transition to the Taser 7 will ensure uniformity of training, deployment and maintenance across one CEW platform, without any unnecessary confusion which may be created by an incremental upgrade, along with the burden of maintaining multiple systems.</p> <p>This project seeks to secure capital funding to transition the Service from the Taser model X26P to Taser 7 by the beginning of 2023. With the introduction of the Taser 7 platform, it is increasingly likely that the existing X26P will be marked for discontinuance by the manufacturer. Once this end-of-life date is announced, X26Ps will only be available to purchase for an additional six months.</p> <p>The total cost to migrate the Service to Taser 7s is estimated to be \$983,000 excluding HST. The capital cost component is estimated to be \$818,000 and the operating component is \$165,000. The manufacturer has offered a buy-back incentive for current models which will reduce the initial cost. In addition, the manufacturer has offered a five-year payment plan which will enable the Service to finance this transition to the newer model with the use of reserve funds. The five-year payment plan is outlined below.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>Taser 7 delivers a number of technological advancements which enhance officer safety, ease of handling, digital evidence management, and deployment effectiveness.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>Significant costs to maintain existing complement of tasers due to warranty expiration</li> </ul>

PROJECT CAPITAL EXPENDITURES:					
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
<b>Equipment</b>	\$218,000	\$150,000	\$150,000	\$150,000	\$150,000
<b>Other: Trade In</b>	(50,000)				
<b>Total</b>	\$168,000	\$150,000	\$150,000	\$150,000	\$150,000
<b>FUNDED BY:</b> Capital Levy Reserve					

<b>OPERATING BUDGET IMPACT:</b>
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Additional operating costs of approximately \$30,000 for software licensing and warranties. The cost of cartridges are already accounted for in the base budget.

## APPENDIX 5(6): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Binocular Night Vision Devices
<b>DEPARTMENT NAME:</b> Emergency Task Unit
<b>ASSET DESCRIPTION:</b> Binocular Night Vision Devices for increased officer safety when working in low-light, inclement weather, rough terrain or nighttime conditions.
<b>REASON FOR REQUEST:</b>  <p>The Emergency Task Unit currently has fourteen night vision devices. Three devices came into service in 2017, two devices in 2016, three devices 2015, two devices in 2013, one device with an unknown age and three devices that do not function and cannot be repaired. Manufacturer recommendations indicate that a night vision device should operate seven years before requiring replacement.</p> <p>Newer models utilize improved internal components over existing inventory, including a higher Figure or Merit rating, use of a white phosphor screen (in lieu of green phosphor), auto-gating technology, increased spatial awareness and reduced eye fatigue. The Service has developed a replacement plan that will replace four units per year starting in 2021 to 2024.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>Replacing aging, unrepairable technology with improved state-of-the-art functionality</li> <li>Enhanced officer safety when conducting a number of mandated tasks where the use of white light would otherwise jeopardize officer safety and the safety of others</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>Parts are no longer available for units which break or stop functioning</li> <li>Current inventory of night vision devices cannot be replaced in the event of unit failure</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
<b>Equipment</b>	\$62,000	\$64,000	\$66,000	
<b>Consulting</b>				
<b>Other: Trade In</b>				
<b>Total</b>	\$62,000	\$64,000	\$66,000	
<b>FUNDED BY:</b> Capital Levy Reserve				

<b>OPERATING BUDGET IMPACT:</b>
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No additional annual costs are projected

## APPENDIX 5(7): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Collision Scene Mapping & Data Collector System
<b>DEPARTMENT NAME:</b> Traffic Reconstruction Unit (TRU)
<b>ASSET DESCRIPTION:</b> A Theodolite is a precision optical instrument for measuring angles between designated visible points in the horizontal and vertical planes used to forensically map a collision scene. Data collector tablets communicate with the Theodolite via Bluetooth and are used to record the evidence collected by the Theodolite, which is then downloaded from the data collector to render a precision map of the collision scene and evidence to allow for mathematical calculations of speed.
<b>REASON FOR REQUEST:</b> <p>This is a request for the addition of a new, upgraded Robotic Theadolite and one new data collector tablet. The second data collector is forecasted to be replaced in 2023.</p> <p>TRU currently has one functional robotic Theodolite which has reached its mid/late operational life and requires annual maintenance which removes it from service for a minimum period of two weeks. There are two data collector tablets that are 6 years old and are no longer manufactured or supported. TRU currently has 2 conventional Theodolites which are obsolete and are not suitable to support complex collision scene examinations.</p> <p>The new Theodolite will replace the Unit's obsolete conventional Theodolites enabling the TRU to process multiple scenes simultaneously and ensure that an operational Theadolite is always in service to process collision scenes. The request also includes the replacement of 2 existing obsolete data collectors over the next 2 years.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Ensures continuity for service delivery</li> <li>• Cost effective</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• Failure of the current TRU Theodolite would require procuring the services of the OPP or neighboring Service at a high cost to investigate a life threatening or fatal collision</li> <li>• Data collectors are at their end of life, and if they fail the Unit will be required to rent tablets which would be costly and may require training if unit is unfamiliar to the user.</li> </ul>

PROJECT CAPITAL EXPENDITURE				
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
<b>Equipment</b>	\$48,000	\$7,300		
<b>Consulting</b>				
<b>Other: Trade In</b>	(3,000)			
<b>Total</b>	<b>\$45,000</b>	<b>\$7,300</b>		
<b>FUNDED BY:</b> Capital Levy Reserve				

<b>OPERATING BUDGET IMPACT:</b>
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There is no significant impact to operating budget.

## APPENDIX 5(8): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Breath Alcohol Tester Instruments
<b>DEPARTMENT NAME:</b> Traffic Enforcement Unit
<b>ASSET DESCRIPTION:</b> A breathalyzer instrument measures how much alcohol is in the air you breathe out. The device uses that measurement to estimate how much alcohol is in your blood.
<b>REASON FOR REQUEST:</b>  <p>The Service currently utilizes three instruments to conduct breath tests on suspected impaired motorists. These units are fourteen years old, obsolete with parts for repair extremely difficult to locate while also expensive. The Service has been utilizing parts from two broken instruments to sustain the three operational instruments.</p> <p>The Service is requesting the replacement of three units in 2022 and a fourth to be acquired in 2023.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>Replacing obsolete technology with improved state-of-the-art functionality</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>High probability the current instruments could fail at any time due to age</li> <li>Serious implications for prosecution if Service is unable to conduct timely alcohol testing</li> </ul>

PROJECT CAPITAL EXPENDITURES:				
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
Equipment	\$32,400	\$10,800		
Consulting				
Other: Trade In				
<b>Total</b>	\$32,400	\$10,800		
<b>FUNDED BY:</b> Capital Levy Reserve				

<b>OPERATING BUDGET IMPACT:</b>
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Annual maintenance costs are included in the Operating Budget.

## APPENDIX 5(9): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Roadside Screening Devices
<b>DEPARTMENT NAME:</b> Traffic Enforcement Unit
<b>ASSET DESCRIPTION:</b> Roadside screening devices is designed to measure a person's blood alcohol content or concentration by sampling a drivers breath.
<b>REASON FOR REQUEST:</b>  <p>The Service currently utilizes fifty-four roadside breathalyzers to conduct roadside driver screenings. These units are approximately eight years old and have a recommended useful life of six to eight years. Due to discontinuance by the manufacturer these units are now obsolete making repair extremely difficult or impossible. When repair is possible, costs exceed the value of the instrument. Accordingly, units are removed from service when broken and no longer available for deployment.</p> <p>The Service is requesting the purchase of 45 units in 2022 at a unit price of approximately \$650 to replace the compliment of existing roadside screening devices.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>Replacing aging, obsolete technology with improved state-of-the-art functionality</li> <li>Traffic Enforcement Unit to provide training on new units with no additional cost</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>Potential to be noncompliant with legislation that a roadside screening device be with an officer</li> <li>As current units fail, they are taken out of service and no longer available for deployment</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
Equipment	\$29,500			
Consulting				
Other: Trade In				
<b>Total</b>	<b>\$29,500</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				

<b>OPERATING BUDGET IMPACT:</b>
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Annual maintenance costs are included in the Operating Budget.

## APPENDIX 5(10): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Equipment Asset Tracker
<b>DEPARTMENT NAME:</b> Quartermaster
<b>ASSET DESCRIPTION:</b> Phase II of the implementation of the Asset Tracking Solution. This phase of the project will allow for the Asset Tracker platform to be installed at seven additional Service locations.
<p><b>REASON FOR REQUEST:</b></p> <p>The NRPS possesses a significant inventory of deployed fixed, transitory and daily-issued high-risk assets. This request is for Phase II of the asset tracker implementation which will see the platform expanded to the seven additional Service locations. In 2020, the Board approved a \$150,000 capital project to pilot an Asset Tracker solution. This pilot project was a proof of concept initiative based on an implementation at one initial location 2 District. Assets for tracking upon implementation will include high-risk items including portable radios, controlled energy weapons (CEW's), roadside screening devices, cameras, speed tracking devices and C8 rifles. Optional considerations include cell phones, specialized equipment (ATV/Bike/Motorcycle) and supplies with expiration dates such as body armour, Narcan and OC Spray</p> <p>To initiate the proof of concept pilot, the Service conducted a formal request for proposal (RFP) based on a two-phase implementation. If Phase I of the project is deemed successful, Phase II will expand the project to include the seven remaining Service locations. During the RFP process, the bidders were required to quote on the two phases separately. All submissions included pricing with both capital and operating components. The Pilot project Phase I capital cost for the successful bidder was \$31,500 with an operating component of \$21,000 each year of a five-year contract term. For a total Phase I project cost of \$136,500 excl of HST.</p> <p>Further, the successful bidder supplied costs for Phase II (if Phase I succeeds) at \$136,000 capital costs with an operating component of \$100,500 each year for a four-years contract. This is to implement the solution to an additional 7 locations for a total Phase II project cost of \$538,000 excl of HST. The capital costs include the hardware and any one-time implementation costs whereas the operating costs include software licensing, maintenance agreements and consumable supplies. Therefore, the total capital portion of Phase I and II is \$167,500 plus HST which results in a shortfall in the original capital project submitted in 2020.</p> <p>This capital budget request is to fund the remaining capital cost for Phase II plus HST contingent on the successful results of Phase I.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>Automated system of tracking assets and related details including warranty, maintenance records and expiration dates</li> <li>Flexibility of the platform to allow for tracking of an infinite quantity of items.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>Potential for missing high-risk assets to go unnoticed in a timely manner</li> <li>Decreased efficiencies due to manual processes and personnel time requirements</li> </ul>

## APPENDIX 5(10): CAPITAL PROJECT BUSINESS CASE

### PROJECT CAPITAL EXPENDITURES:

	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
<b>Equipment</b>	\$22,000			
<b>Consulting</b>				
<b>Other: Trade In</b>				
<b>Total</b>	\$22,000			

**FUNDED BY:** Capital Levy Reserve

### OPERATING BUDGET IMPACT:

For the 2022 budget year, the Phase I operating cost for 1 location is \$21,000. In conjunction with Phase I, annual operating budget impact will be \$123,590 for years 2023 – 2026 for the solution implemented in 8 locations.

## Appendix 5(11): 2022 CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Mobile Command Post
<b>DEPARTMENT NAME:</b> Emergency Task Unit
<b>ASSET DESCRIPTION:</b> Mobile Command vehicles are deployed for a number of emergency situations such as major incidents, search and rescue, as well as high-risk threats where space for police negotiation is required. To achieve Adequacy Standards for Major Incidents, our Police Service must have a mobile command center that is self-sufficient, capable of prolonged housing of a minimum of six persons, radio and video media monitoring capabilities, data lines and dedicated phone lines, as well as a separate and secure area for negotiation teams. A mobile command post is critical for supporting the command triangle team when dealing with high risk emergency threat.
<b>REASON FOR REQUEST:</b> <p>During the 2020 Capital Budget, the Service submitted a capital project to purchase a new mobile command post designed to provide enhanced vehicle maneuvering capabilities, greater working spaces and state of the art audio and video recording capabilities. This vehicle is used during crisis negotiations to improve response time for the emergency tactical unit as well as enhance the efficiencies of managing high risk situations. The current Command post was manufactured in 2006 and is past its useful life. It requires a specialty vehicle with class G licensed operator to tow the command post to the incident. There are limited members of the Service with a class G license and therefore overtime is incurred when the Command post is deployed. Further, it is difficult to maneuver in narrow streets especially when vehicles are parked on the road.</p> <p>This project was approved by the Board for \$450,000 financed by debt. As is the case with large customized utility vehicles, the Service commenced a request for proposal (RFP) process to tender the project to a successful bidder however due to COVID-19 pandemic the process was put on hold. This process resumed early in 2021 facilitated by the Region procurement department. After careful evaluation involving the review of 2 proposals it was determined the original cost estimate at \$450,000 in 2019 fell short by \$150,000. This increase can be mostly attributed to higher than expected inflationary costs for vehicle parts and specialized equipment not anticipated in 2019.</p> <p>According to Board By-Law 384-2019 Financial Reporting, Control and Procurement of Goods and Services 6.3.10 <i>“Capital projects approved by the Board and Council must be resubmitted by the Chief of Police to the Board and Council in the event that the expenditure requirements for the capital project appear reasonably likely to increase substantially..... where, by reason of a scope change to the service to be rendered by the capital project or otherwise, it appears to be reasonably likely that an increase in the net capital project budget which is greater than the lesser of 10% of the Council approved net project budget or \$150,000 will be required.”</i></p> <p>The additional funds required to purchase this 2020 approved capital project exceeds 10% of the original capital project request and therefore requires Board and Council approval. The Service has proposed the additional funds be issued from the Vehicle Levy Reserve Account to lessen any impact to the Region’s debt financing costs.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"><li>• Achieves adequacy standard requirements for major incidents to provide a self-sufficient mobile command post with radio and communication critical to support a high-risk emergency threat.</li></ul>



## Appendix 5(11): 2022 CAPITAL PROJECT BUSINESS CASE

### The risk identified with not approving the asset include:

- The purchase of the mobile command post cannot proceed with additional funds approved resulting in the continued use of an asset that has exceeded its useful life and does not adequately meet the needs of the Service.

### PROJECT CAPITAL EXPENDITURES:

	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)
Equipment	\$150,000			
Other:				
Total	\$150,000			

FUNDED BY: Vehicle Levy Reserve Account

### OPERATING BUDGET IMPACT:

There is no significant impact to operating budget.

# 2022 Capital Budget and 9 Year Forecast

Police Service Board Meeting  
Thursday July 22, 2021



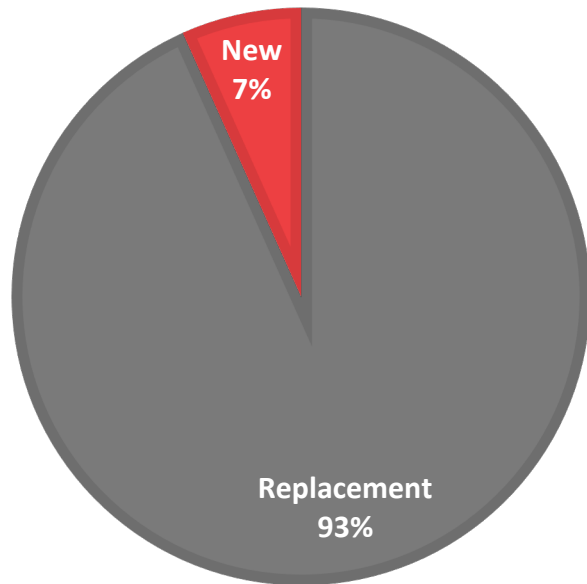
# Recommendation:

1. Approve the 2022 Capital Budget in the amount of \$3,916,900
2. Approve the financing sources as follows:
  - \$1,498,900 from Police Capital Levy Reserve
  - \$2,078,000 from Police Vehicles and Equipment Reserve
  - \$340,000 from debenture debt financing
3. Receive the 9 Year Capital forecast as a guideline for the development of future Capital Budgets

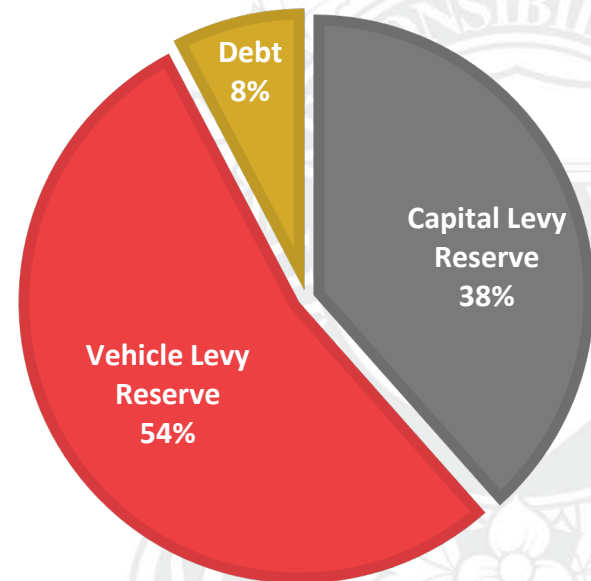
# Overview:

- 2022 Capital Budget forecast in 2021 - \$5.9 Million
- Revised 2022 Capital Budget - \$3.9 Million
- A reduction of \$2.0M from 2021 Forecast.

**BY PROJECT CATEGORY  
(IN MILLIONS)**



**BY FUNDING TYPE  
(IN MILLIONS)**



# Asset Replacement List:



Vehicle Replacement; \$1.9M Funded from Vehicle Levy Reserve

Vehicle replacement strategy addresses continuity of service, safety and maintains a manageable vehicle maintenance plan for Fleet.



IT and Network Equipment Lifecycle Replacement; \$0.9M Funded from Capital Levy Reserve

IT and Network infrastructure asset replacement strategy ensures a consistent approach to lifecycle equipment replacement and upgrades.



Dive Truck; \$340,000 Funded from Debt

Used to transport specialized equipment for the Underwater Search and Recovery Unit team including cameras and sonar used for aquatic environment related calls.



Conducted Energy Weapons (CEW) Replacement; \$168,000 Funded from Capital Levy Reserve

Migration to new Taser 7 models which were approved by the Ministry of Solicitor General in the fall of 2020.

Due to the significant cost to replace the entire inventory of CEWs, a five-year payment plan that offers a cost-effective financing using reserve fund alternative to the use of debt financing.

# Asset Replacement List Cont'd:



Binocular Night Vision Devices; \$62,000 Funded from Capital Levy Reserve

Asset replacement of 4 of 14 units.

Devices are useful in locating persons at night during missing person searches or rescue operations.



Collision Scene Mapping & Data Collector System \$45,000 Funded from Capital Levy Reserve

A precision optical instrument and data collector to render a precision map of the collision scene and evidence to allow for mathematical calculations of speed.



Breath Alcohol Tester Instruments \$32,400 Funded from Capital Levy Reserve

The replacement of three breathalyzer instruments used to measure blood alcohol levels on suspected impaired drivers.



Roadside Screening Devices \$29,500 Funded from Capital Levy Reserve

The replacement of 45 units used to conduct roadside driver screens of blood alcohol content.



Command Post Additional Financing \$150,000 Funded from Vehicle Levy Reserve

Board approved 2020 project to replace existing Command Post at a project cost of \$450,000 financed by Debt. Recent Request for Proposal (RFP) quotes received indicate the cost to be \$600,000 which exceeds original approved funds. The additional funds are requested from the Vehicle Levy Reserve.



# New Equipment:



**Rapid Deployment  
Front Line  
Equipment; \$240,000**  
Funded from Capital  
Levy Reserve

- A bulk purchase of 160 hard body protective armour and breaching equipment to be equipped to front line officers for use in first level of response to an active assailant incident.
- This essential equipment is required to meet compliance to the “Response to Active Attacker Incidents” Regulation changes for 2022.

# Phase II Asset Tracker Project:



**Asset Tracker;**  
\$22,000 Funded  
from Capital Levy  
Reserve

- In 2020, the Board approved a \$150,000 capital project for a proof-of-concept pilot to implement an Asset Tracker solution at 2 District referred to as Phase I.
- After a formal Request for Proposal (RFP) the capital portion of the project requires additional funding of \$22,000 to fund the roll-out of Phase II to the remaining 7 locations if Phase I pilot is successful.
- Phase I has two cost components; the capital costs for hardware and one time implementation costs, totaling \$31,500 with an operating component of \$21,000 per annum.
- Phase II (if Phase I successful) will cost a further \$136,000 of hardware and implementation costs with operating costs of \$100,500 per annum for 7 additional locations.



# 9 Year Capital Forecast Years 2023-2031

## Long-term Capital Funding Strategy by 2029:

- Adopt Region Capital Financing Strategy to reduce dependency on Debt financing for replacement assets by 2029.
- Target Operating Budget contributions \$5.6M.
- Current contributions of \$2.8M and therefore Service is facing a funding gap of \$2.8M.
- Strategy -> Increase contributions from Operating Budget by \$320,000 per annum or 0.3% from 2022 to 2029.

9 Year Capital Forecast Excluding Accommodations



- Chart excludes the \$40M for the Facility Master Plan for the new Training Facility, Emergency Service Facility and Fleet/Quartermaster forecasted in 2024.

# Capital Financing Strategy 2022-2029

## Contributions from the Operating Budget

(in Millions)	2022	2023	2024	2025	2026	2027	2028	2029
<b>Beg Year Capital Reserve Fund Contributions</b>	\$2.825	\$3.885	\$3.705	\$4.025	\$4.345	\$4.665	\$4.985	\$5.305
<b>+ In Year Redirect</b>	0.240							
<b>+ One Time Budget dollars from extra salary day</b>	0.500	(0.500)						
<b>+ New base budget</b>	0.320	0.320	0.320	0.320	0.320	0.320	0.320	0.320
<b>End Year Contributions</b>	\$3.885	\$3.705	\$4.025	\$4.345	\$4.665	\$4.985	\$5.305	\$5.625



**TARGET**



# Questions





## **NIAGARA REGIONAL POLICE SERVICE**

### **Police Services Board Report**

#### **PUBLIC AGENDA**

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**Subject:** Purchase Order Issuance to Lightning Equipment Sales Inc.  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-07-13

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#### **Recommendation(s)**

**That the Niagara Police Services Board approve the issuance of a \$200,000 purchase order for Lightning Equipment Sales Inc. for the annual purchase of various special equipment installed in police vehicles.**

#### **Key Facts**

- Police vehicles require the installation of various pieces of specialized equipment in order to meet operational needs and maintain compliance with legislation.
- Lightning Equipment Sales Inc., located in Burlington Ontario, is the territorial distributor for emergency warning lights, sirens and compartment barriers and is therefore, the sole source supplier available to the Service.
- The Service is anticipating purchasing up to \$200,000 in specialized equipment for the 2021 year.
- As per Board By-Law 384-2019 Financial Reporting, Control and Procurement, the awarding of a sole source contract that exceeds \$150,000 per annum and requires the approval of the Police Services Board.

#### **Financial Considerations**

The expenditure of specialized equipment, such as emergency warning lights, installed in Service vehicles is included in the annual capital and operating budget.

There is no financial impact resulting from the approval of the recommendation. Upon approval, the purchase order will be electronically approved by the Finance Manager who is assigned as Board proxy within the Peoplesoft financial system. This Board report will serve as the authorization required by the Finance Manager to approve and submit the purchase order to the supplier.

The purchase order value for 2021 is based on historical spending patterns from prior years.



## **Analysis**

The equipment used by the NRPS to outfit various types of police vehicles has been selected as the result of previous evaluations and approved for use to meet the requirements for vehicles used by the Service, specific to the vehicle's application (i.e., K9, patrol, specialty, and investigative).

Equipment purchased from Lightning Equipment Sales Inc. includes, but is not limited to, emergency lights (roof light-bars, side/front mounted emergency lights) and controller modules, MWS mounts, prisoner, cargo and K9 compartment barriers, and sirens. The installation of this equipment is required to meet Provincial Adequacy Standards for police vehicles and allow the vehicle to operate safely and properly for its intended use.

Lightning Equipment Sales Inc., as the exclusive regional distributor for this area of Ontario, is the primary vendor capable of providing the selected equipment to the Service.

## **Alternatives Reviewed**

None proposed.

## **Relationship to Police Service/Board Strategic Priorities**

Police vehicles outfitted with the approved and appropriate equipment allows the Service to be compliant with legislation and perform mandated policing responsibilities.

## **Relevant Policy Considerations**

Regional Municipality of Niagara Police Services Board By-Law 384-2019-Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.

## **Other Pertinent Reports**

Not Applicable.

*This report was prepared by Chris Healey, Inspector, Fleet Services, in consultation with Laura Rullo, Finance Manager and reviewed by Richard Frayne, Superintendent Corporate Services and recommended by Bill Fordy, Deputy Chief Support Services*



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### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices**

None.



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

### PUBLIC AGENDA

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**Subject:** Administration, Limitations and Guidelines of the Special Fund By-Law 376-2018 – Proposed Amendments

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-07-12

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### Recommendation(s)

**That the Niagara Police Services Board By-law No. 376-2018, the Administration, Limitations and Guidelines of the Special Fund, be repealed and replaced with the By-law appended to the report;**

**And further, that the Board Chair be authorized to execute the required documentation.**

### Key Facts

- At a special confidential meeting held May 10, 2021, the Board directed that Service staff review the maximum limit balance of the Special Fund General Operating Fund.
- The discussion focused on whether the current maximum balance of \$50,000 on the Special Fund General Operating Fund should be increased to \$100,000 so that sufficient funds are available in the event that a citizen reward is disbursed.
- Upon review of the By-Laws 376-2018 Special Funds, 390-2021 Citizen Rewards and the Citizens Reward General Order, GO 245.01, it is staff's recommendation that the limit for the General Operating Account be increased to \$110,000.
- Additional proposed changes to the Special Funds By-Law 376-2018 are highlighted in Appendix 1.

### Financial Considerations

There are no direct financial implications relating to the recommendations contained within this report.

### Analysis

At a special confidential meeting held May 10, 2021 to offer a citizen reward, an issue was raised in regard to the potential disbursement of the reward upon a successful conviction. The discussion focused on whether the current maximum balance of \$50,000

on the Special Fund General Operating Fund should be increased to \$100,000 so that sufficient funds are available in the event that a citizen reward is disbursed. Following the discussion, the Board directed that Service staff review the Special Fund By-Law 376-2018 and report back on the request put forth.

On May 11, 2021, a staff meeting was held with the Board's Executive Director, Deb Reid, Superintendent Richard Frayne, Finance Manager Laura Rullo, and Financial Analyst Courtney Woods.

According to Citizen Rewards By-Law 390-2021 section 4.3 states "*prior to authorizing the payment of a reward, the Board shall determine that sufficient sums of money are ...available in the Board's Special Fund*", specifically the General Operating Account. This account currently has a maximum limit set at \$50,000 per annum and any amount exceeding the limit is to be paid over to the general revenue account referred also as the Service Operating budget.

Upon review of By-Laws 376-2018 Special Funds, 390-2021 Citizen Rewards and the Citizens Reward General Order, GO 245.01, it is staff's recommendation that the limit for the General Operating Account be increased to \$110,000. The General Operating Account currently serves two functions; 1) disbursement of informant funds and 2) disbursement of citizen rewards. The former function is funded by the Operating Budget with funds transferred to the Board's General Operating Account for easy disbursement. Although the annual budget for informant is capped at \$50,000 increments of \$5,000 are transferred throughout the year and therefore, the balance in the account is generally held below \$10,000. The latter function is to disburse citizen rewards which is offered on rare occasions. Although the maximum Board funded reward is \$50,000, additional funds can be offered by a third party where these funds would need to be held in trust by the Board. Therefore, a balance on account of \$100,000 should be held for citizen rewards. Since, the General Operating Account serves two distinct functions, then a maximum balance of \$110,000 will be sufficient to service both the informant and citizen reward disbursement.

During this review of the Administration, Limitations and Guidelines of the Special Fund By-Law 376-2018, Service staff propose additional changes to the by-law based on current experience and these changes are listed below and highlighted in yellow in Appendix 1.

- To increase the Special Operating Account to \$90,000 limit as outlined in 8.1 of the by-law. In recent history, this account has reached its limit and excess funds have been transferred to the general revenue account with no specific purpose for its use. Staff recommend a higher limit be set for the Special Operating Account to enable the Board to use these funds to better serve the community.
- The final proposed change is to increase the disbursement limit authorized by the Chief from \$5,000 to \$10,000 for the Special Operating Account. This request is



made to accommodate cheques issued in excess of \$5,000 which requires Board approval prior to the release of the cheque.

### **Alternatives Reviewed**

The only alternative is for the Board not to approve the recommendations put forth in this report.

### **Relationship to Police Service/Board Strategic Priorities**

This aligns with the Board's responsibility to mitigate financial risk by setting out regulations and guidelines as set forth in Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service By-Law 384-2019, while ensuring efficient and effective Service operations.

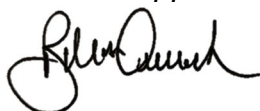
### **Relevant Policy Considerations**

None

### **Other Pertinent Reports**

None

*This report was prepared by Laura Rullo, Finance Manager and reviewed by Richard Frayne, Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief of Support Services.*



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#### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

Appendix 1 - Administration, Limitations and Guidelines of the Special Fund By-Law 392-2021



**BY-LAW NO. 392-2021**

**A BY-LAW RESPECTING THE  
ADMINISTRATION, LIMITATIONS AND GUIDELINES  
OF THE SPECIAL FUND**

**1. PREAMBLE**

- 1.1 WHEREAS subsection 31(1) of the *Police Services Act* provides that a Board is responsible for the provision of police services and for law enforcement and crime prevention in the municipality and shall:
- b. generally determine after consultation with the Chief of Police, objectives and priorities with respect to police service in the municipality;
  - c. establish priorities for the effective management of the police service, and
  - e. direct the Chief of Police and monitor his or her performance;
- 1.2 AND whereas subsection 31(6) of the *Police Services Act* provides that the Board may, by by-law, make rules for the effective management of the police service;
- 1.3 AND whereas subsection 132(1) of the *Police Services Act* governs the disposition of personal property that comes into the possession of the police service;
- 1.4 AND whereas subsection 132(2) of the *Police Services Act* provides that the Chief of Police may cause the property to be sold and the board may use the proceeds for any purpose that it considers in the public interest;
- 1.5 AND whereas subsection 133(3) of the *Police Services Act* allows the Board to use unclaimed money for any purpose that it considers in the public interest, and the Board is accountable to the citizens of Niagara for the use of these resources;

AND whereas the Board deems it expedient to pass a by-law governing policy regarding the use of the Special Fund.

NOW THEREFORE THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD ENACTS AS FOLLOWS:

**2 DEFINITIONS**

- 2.1 “Act” means *Police Services Act*, R.S.O. 1990, c.P.15, as amended;
- 2.2 “Board” means the Regional Municipality of Niagara Police Services Board;
- 2.3 “Chief” means the Chief of the Niagara Regional Police Service;
- 2.4 “Member” means a member of the Niagara Regional Police Service;

- 2.5 “*Property*” means personal property of all kinds that come into possession of the police pursuant to the *Police Services Act* and regulations made there under, but not including firearms and money;
- 2.6 “*Special Fund*” means the Special or General Operating Account of the Niagara Regional Police Service which is used for the lawful purposes of the Board and Service in accordance with sections 132 and 133 of the *Police Services Act*;
- 2.7 “*Service*” means the Niagara Regional Police Service.

### **3 BOARD POLICY**

- 3.1 To establish a Special Fund policy, consisting of a set of guidelines that identifies recognized funding priorities to assist the Board in allocating the discretionary funds in a manner that provides consistency and rationale in dealing with expenditures that come before the Board for consideration.

### **4 TYPES OF ACCOUNTS**

- 4.1 *Special Operating Account* shall be in the form of a chequing account specifically for use as directed by the Chief and the Deputy Chief.
- 4.2 *General Operating Account* shall be in the form of a chequing account and shall be used for lawful purposes of the Board and the Service including the payment of rewards.
- 4.3 The Chief may, after consultation with the Deputy Chief of Police from time to time, invest any part of the funds in the above accounts in Guaranteed Investment Certificates, Term Deposits, Treasury Bills, interest bearing institutional accounts or such other investments as the Chief and the Deputy Chief of Police deem appropriate with a view to maximizing the interest return on the fund, the monies so invested, together with the accumulated interest shall form a part of the Special Operating Account or the General Operating Account as the case may be.

### **5 GUIDING PRINCIPLES**

- 5.1 The Board will give preference to funding requests that fall into one of the following categories:
- a) **Community Relations through Involvement with Police-Related Organizations**  
Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Services Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement.
  - b) **Board/Police Service Relations**  
To assist members of the police service to participate in police-sponsored events, with the goal of enhancing the image of the Niagara Regional Police in other communities as well as home.
  - c) **Public Education/Awareness**  
To provide funding to projects that assist the Board in communicating to the general public information related to crime prevention, community policing or other public safety issues.

**d) Special Board/Police Requirements**

Intended to provide flexibility to the Board to fund one-time requirements associated with Board functions, such as the sponsorship of functions at police-related conferences, or special meeting requirements outside of normal budgetary provisions.

**6 FUNDING GUIDELINES**

- 6.1 That all requests for funding from the Special Fund, not otherwise explicitly authorized by this policy, are to be considered on an item-by-item basis.
- 6.2 Notwithstanding 6.1, the Chair be given the authority to pre-approve disbursements from the Special Fund on an exception basis and in keeping with the general policy statement, with such approved item being placed on the next Board agenda.
- 6.3 That the first priority be for those initiatives that directly relate to the guiding principles of the policy.
- 6.4 Approval of funding for particular items is not to be considered a precedent, which binds the Board, and that this be clearly enunciated to any recipients.
- 6.5 The Special Fund continue to be utilized to offer financial support for individuals, groups and/or organizations attending police oriented competitions. These items are to be considered through one single convenor or organizer.
- 6.6 That community groups be advised that a condition of receiving the funds is the filing of the previous year's annual audited statement.
- 6.7 That recipients be advised that as a condition of receiving the funds, the organization must be willing to make available, if requested, financial records indicating the disposition of the Board's contribution of the project or activity.
- 6.8 Groups and organizations requesting funding must be based in Niagara and organized along not-for-profit principles.
- 6.9 The organization receiving the funding must clearly provide a benefit for the Niagara Regional Police and the community.

**7 FUNDING LIMITATIONS**

- 7.1 The Fund not be used for any item that would normally be funded through the current/operating or capital budget for either the Board or the police service.
- 7.2 Use of the funds must not extend beyond the current fiscal year.
- 7.3 Funds cannot be used to cover a deficit from a previous year.
- 7.4 The Board not commit to ongoing programs, recurring donations, capital costs or administrative funding.
- 7.5 Funds not used as allocated or not needed within the fiscal year, in whole or in part, shall be returned to the Board.
- 7.6 Funds will only be provided to the group directly responsible for the activity or project being funded.

- 7.7 The Board not support through use of the Special Fund any overtly political or partisan political events or activities.
- 7.8 That support for community events be limited to those events where the proceeds go to support a policing priority or priority of the Board, or the goals and work of the Board as identified in the guiding principles.
- 7.9 That, unless there are exceptional circumstances, the Board not fund any group or organization that has applied and received a response to its application from the Region of Niagara for funding in the current calendar year.
- 7.10 That the Board not commit to any single disbursement over \$1,000 without prior consideration as the effect such disbursement would have on the unrestricted fund balance.

## **8 LEVEL OF FUNDS**

- 8.1 *Special Operating Account:* The Chief shall ensure that the balance not exceed \$90,000 and that any amount exceeding the limit be paid over to the general revenue account of the Service.
- 8.2 *General Operating Account:* That, unless there are exceptional circumstances, the Board place a global maximum limit of \$110,000 per annum for disbursements from the Fund and that any amount exceeding the limit be paid over to the general revenue account.

## **9 FUND APPROVALS**

- 9.1 Except as set out below, the Board is responsible for all funding approvals.
- 9.2 The Chief and Deputy Chief jointly may authorize any disbursement from the General Operating Account
- 9.3 The Chief of Police and/or designated staff have the authority for disbursements from the Special Operating Account up to a limit of \$10,000 for the following:
- a) Annual audit of the Special Fund to be paid for from the proceeds of the Special Fund;
  - b) Costs incurred by Executive Services to administer the Fund;
  - c) External auction support;
  - d) Auction advertising;
  - e) Jewelry appraisals; and
  - f) Discretionary disbursements, consistent with Board policy.

## **10 FUND ADMINISTRATION**

- 10.1 The Chief of Police, under the direction of the Board, has primary responsibility for the Special Fund.
- 10.2 The Chief of Police or designated staff are responsible for the accounting and day-to-day handling of the Special Fund.
- 10.3 The Chief of Police shall ensure the appropriate procedures are in place for the collection, maintenance and disbursement of funds.
- 10.4 The Chief of Police shall ensure the appropriate accounting and audit systems are in place to protect the integrity of the Special Fund.

## **11 REPORT TO THE BOARD**

- 11.1 The Chief of Police shall make a written report to the Board on a quarterly basis on all activity in the Special Fund. The report shall contain reports on any reward(s) offered /paid, revenue, disbursements and provide the balance and unrestricted balance available to the Board.
- 11.2 On an annual basis, an external auditor shall provide a report on the Special Fund.

## **12 IMPLEMENTATION**

- 12.1 By-law Nos. 190-2000, 265-2005, 320-2012 and 376-2018, as amended, and all other By-laws, sections of By-laws and policies of the Board inconsistent with the provisions of this By-law are hereby repealed.
- 12.2 This By-law shall come into force upon the date of its passage.
- 12.3 The Chief shall implement this By-law, where applicable, through general order.

**ENACTED AND PASSED** this 22<sup>nd</sup> day of July, 2021.

**THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD**

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William C. Steele, Chair

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Deb Reid, Executive Director



## **NIAGARA REGIONAL POLICE SERVICE**

### **Police Services Board Report**

#### **PUBLIC AGENDA**

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**Subject:** Special Fund Donation for the Annual Niagara Golf Marathon  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-06-04

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#### **Recommendation(s)**

**That the Niagara Police Services Board approve a Special Fund donation of \$250.00 for the Annual Niagara Golf Marathon to assist with costs and expenses attributed to this fundraising event.**

#### **Key Facts**

- The purpose of this report is to seek the Board's approval for a \$250.00 Special Fund donation for the Annual Niagara Golf Marathon.
- Monies raised from this event will go towards charities throughout Niagara.
- The event will be held on Tuesday, August 17, 2021, at the Royal Niagara Golf Club in Niagara-on-the-Lake.
- This donation will be used to sponsor a hole in support of the Niagara Golf Marathon fundraising initiative.

#### **Financial Considerations**

- The Board has a discretionary pool of funds, which it uses for grants and donations. Disbursements from the fund are in accordance with guidelines provided in the Police Services Act, and also with Board By-law 376-2018, Special Fund Administration, Limitations and Guidelines. Section 132(2) of the Police Services Act establishes that the Niagara Police Services Board has the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The Act stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest." These funds do not form part of the police operating budget and are separate from the Regional tax base.
- \$250.00 Special Fund donation.
- If request is approved by the Board, the cheque can be made payable to "Niagara Golf Marathon".

## **Analysis**

The Niagara Golf Marathon is a local movement that is bringing much needed attention to charities across Niagara. The golf marathon will be held on Tuesday, August 17, 2021, at the Royal Niagara Golf Club in Niagara-on-the-Lake. Participants will be golfing 100 holes this date.

Proceeds will be donated to the Niagara Health Foundation, Community Care of St. Catharines and Thorold, Pathstone Mental Health, and Wellspring Niagara. To date, the Niagara Golf Marathon has raised over \$500,000 for charities across the Region.

The \$250.00 special fund donation, if authorized by the Board, would more specifically be utilized to sponsor a hole at the golf marathon in support of the Niagara Golf Marathon initiative.

## **Alternatives Reviewed**

To not support this report.

## **Relationship to Police Service/Board Strategic Priorities**

This is a community engagement event that allows the Niagara Regional Police Service to demonstrate its partnership and support of the Niagara Golf Marathon fundraising initiative. Funds raised will support various community organizations within the Niagara Region.

## **Relevant Policy Considerations**

PSB Bylaw 376-2018 Special Fund Administration, Limitations and Guidelines.

## **Other Pertinent Reports**

Not applicable.

This report was prepared by Dave Masotti, Inspector, Chief's Office and reviewed by Bryan MacCulloch, Chief of Police.



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### **Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices – N/A**





## **NIAGARA REGIONAL POLICE SERVICE**

### **Police Services Board Report**

#### **PUBLIC AGENDA**

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**Subject:** Big Red Meats Fundraising Initiative – Constable Dale Racine Educational Bursary

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-06-28

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#### **Recommendation(s)**

**That the Niagara Police Services Board receives this report for information.**

#### **Key Facts**

- The purpose of this report is to advise the Board of the results of the Big Red Meats fundraiser in support of the Constable Dale Racine Educational Bursary.
- This event was an ongoing initiative beginning April 2021 and ending on May 3, 2021, raising \$6,970.00 for the bursary fund.
- Since its inception in 2014 there have been 30 high school student recipients of this Bursary.

#### **Financial Considerations**

There are no costs associated to the recommendations in this report.

#### **Analysis**

Constable Dale Racine was an 11-year member of the Service when he succumbed to cancer and passed away on September 11, 2012. Constable Racine was a very community-minded officer who gave selflessly of himself for various causes. In 2013, the Constable Dale Racine Bursary was established with a goal of providing assistance to secondary school students who meet the bursary criteria. The bursary is funded by way of an annual Trivia Night Challenge.

High school students from across the Niagara Region can apply for the bursary provided they have achieved academic success, are considered a good citizen of their school and community, have strong moral character, have demonstrated a commitment to community, and have a letter of reference from their principal. In addition, the applicants must submit an essay and their most recent official high school transcript. All applicants are reviewed by officers assigned as School Resource Officers with the top applicants selected to receive the award.

In April, the 8<sup>th</sup> Annual Constable Dale Racine Fundraiser took place in support of the Constable Dale Racine Educational Bursary. As a result of the event, \$6,970.00 was raised for the bursary. These funds will be dispersed to seven students from across the Niagara Region and the recipients will be recognized at the annual Awards Ceremony for 2021.

The Big Red Meats fundraiser was organized by School Resource Officers from the Service's Community Engagement Unit who volunteer their time and efforts. As the previous Trivia Night fundraiser could not be held for reasons relating to the pandemic, this fundraiser was initiated in order to continue the legacy of the Constable Dale Racine Educational Bursary. There are no conflicts of interest associated to the operation of this event as defined in By-Law 186-1999. Funds were raised through boxed meat sales. All received funds are transferred to the Service's Finance Unit and are deposited into an account. The Finance Unit transfers all funds directly to the bursary recipients' post-secondary institution. Recipients do not receive any funds directly.

The Community Engagement Unit would like to request the Board's authorization to continue this fundraiser by returning to the Constable Dale Racine Trivia Night tentatively scheduled for January 28, 2022.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Police Service/Board Strategic Priorities**

The bursary provides an excellent benefit to deserving students in the Niagara Region who have post-secondary school aspirations. The impact of this award on the students and their families cannot be understated and truly captures the spirit of community engagement within the Niagara Region and the Niagara Regional Police Service.

A recent example of the impact of the bursary was received in February 2020; the Service received an email from a 2014 Bursary recipient who provided an update on her educational career. She received her BSc in Honours Biology from the University of Waterloo in 2018 where she remained on the Dean's Honour List for every semester and at graduation. She is now currently working for a private non-profit organization in Cancer Research of Microwave-Assisted Tumor Ablation. She concluded the email: "Thank you to the Niagara Regional Police Service for their investment in my education."

### **Relevant Policy Considerations**

Police Services Board By-Law 186-1999 – Fundraising for Service Related Organizations

## **Other Pertinent Reports**

70-2020 – Trivia Night Fundraising Initiative – Constable Dale Racine Educational Bursary.

*This report was prepared by Erin Madill, Sergeant, Community Engagement Unit and reviewed by Pat McCauley, Inspector, #3 District Operation and Marco Giannico, Superintendent, District Operations and recommended by Brett Flynn, Deputy Chief of Police, Operational Services.*



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices**

Not applicable.



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

### CONFIDENTIAL AGENDA

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**Subject:** Special Investigations Unit – Case Number 20-OOD-355 – Incident of December 3-4, 2020

**Report To:** Chair and Members, Niagara Police Services Board

**Report Date:** 2021-06-01

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### Recommendation(s)

1. That the Niagara Police Services Board receives this report for information, and
2. That the Niagara Police Services Board makes the report available to the public.

### Key Facts

- The purpose of this report is to advise the Board of the findings and any action taken or recommended by the Chief of Police following a notification and investigation of an incident by the Special Investigations Unit (SIU).
- Ontario Regulation 267/10, Section 11 under the Police Services Act requires that the Chief of Police initiate an investigation following a notification to the SIU.
- The purpose of the Chief's investigation is to review the policies of, or services provided by the police force and the conduct of its police officers.
- On April 14, 2021, the SIU notified the Service that their investigation had concluded and advised that there were no grounds for criminal charges against any police officer.
- The subsequent Section 11 investigation by the Professional Standards Unit determined there were no issues with respect to officer conduct, policies or services provided by the Niagara Regional Police Service.

### Financial Considerations

There are no financial costs or implications associated to the recommendations.

### Analysis

Between December 3, 2020 and December 4, 2020, the Niagara Regional Police Service attended four calls for service involving AB prior to locating him deceased on December 4, 2020 at 8:09 p.m. as the result of suicide by hanging.

On December 3, 2020 at approximately 11:55 p.m., Constable CD responded to a domestic dispute at a residence on Vine Street in the City of St. Catharines. Investigation revealed that AB and his girlfriend were involved in a verbal dispute in which no grounds existed for criminal charges. AB was transported to an Out of the Cold program as the relationship was terminating.

On December 4, 2020 at approximately 4:46 p.m., Constable EF attended the Consumption and Treatment Services site located on Queenston Street in the City of St. Catharines, for reports of a male in mental health distress.

Upon arrival Constable EF located AB who had admitted to having a "*bad trip*" after consuming crystal meth. AB was cooperative with responding officers and did not require medical attention and declined the option of attending the hospital. AB stated he was not suicidal in response to allegations from the complainant. Subsequently officers, along with civilian MCRRT member GH, could not form grounds to make an apprehension under the Mental Health Act and directed AB back to the Out of the Cold Program.

At approximately 6:23 p.m., Constable IJ responded to the Big Bee variety store located on Queenston Street in the City of St. Catharines, for reports of a male who had broken into a car.

Upon arrival Constable IJ spoke with the owner of the vehicle who stated that a male was leaning on his pick-up truck. It was determined that no criminal offence had occurred.

In the area, Constable IJ located AB, who matched the description provided by the complainant. AB admitted to leaning on the vehicle. Constable IJ determined that no grounds existed for criminal charges and AB was sent on his way.

At approximately 7:15 p.m., Constable KL responded to a Suicide Threats call for service at Lundy's Lane and Gale Crescent in the City of St. Catharines.

The complainant advised he could hear a male screaming, threatening to kill himself and observed the male hanging a rope in a tree.

Constable KL located AB in a back yard of a residence as described by the complainant. AB advised Constable KL that he was looking for a place to sleep as he was homeless. Constable KL questioned AB about any suicidal ideations he might be having to which AB responded, "*I'm not suicidal no matter how much of a "loser" I am. I want to see my kids.*" Constable KL searched the property and AB for the rope as described by the complainant and could not locate the rope or any other means by which AB could inflict harm upon himself.

Constable KL offered AB the option of attending the Out of the Cold Program to which AB declined.

Constable KL determined that no grounds existed for an apprehension under the Mental Health Act and sent AB on his way.

At approximately 8:09 p.m., Constable MN responded to an Assist Ambulance call located at Gale Crescent and Frank Street in the City of St. Catharines.

Upon arrival, Constable MN located AB hanging in a tree. Despite life saving measures by Fire and EMS, AB was pronounced deceased at 8:31 p.m.

On December 4, 2020, at 9:16 p.m., the Professional Standards Unit Inspector was contacted by the Duty Officer and advised of the incidents involving AB. The Duty Officer advised that police had contact with AB earlier in the evening and AB advised that he was not suicidal and officers cleared the call. AB was later located hanging from a tree and was pronounced deceased.

The Professional Standards Inspector reviewed Section 16 of the Special Investigations Act which lists when a designated authority is required to notify the SIU Director respecting an incident.

Given that no force was used against AB by the officers, AB was not in custody or detained and the Professional Standards Unit Inspector had no reasonable belief that the officers conduct contributed to the incident, notification to the SIU was not made for this incident.

On December 16, 2020 the Service received a letter from ST, who is the Executive Director of the Consumption and Treatment Services site located on Queenston Street in St. Catharines. ST alleged that the responding officers who attended the Queenston Street site on December 4, 2020, made an unethical and dangerous decision to release AB without an apprehension under the Mental Health Act.

On December 16, 2020 at 6:27 p.m., the Service notified the SIU regarding the circumstances surrounding the series of contacts with AB on December 3 and 4, 2020. The SIU subsequently invoked their mandate.

On December 18, 2020 the SIU designated eleven officers as Witness Officers, Constable KL as a Subject Officer, and identified 8 Civilian Witnesses. The identified Witness Officers co-operated with the SIU investigation as required.

On April 14, 2021 the SIU closed its investigation into this matter. In his decision letter SIU Director Mr. Joseph Martino wrote "*In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer*".

A copy of the SIU report the report was publicly posted on the SIU's website at the following links: [https://www.siu.on.ca/en/directors\\_reports.php](https://www.siu.on.ca/en/directors_reports.php) and [https://www.siu.on.ca/fr/directors\\_reports.php](https://www.siu.on.ca/fr/directors_reports.php).

In accordance with Ontario Regulation 267/10, Section 11, the Service's Professional Standards Unit conducted an investigation and review of this incident which considered the following three areas:

1. The policies of the Police Service,

2. The services provided by the Police Service, and
3. The conduct of its police officers.

The Section 11 investigation encompassed a compliance review of applicable Provincial legislation which governs members of the Service, as well as General Orders, policies and procedures, and the conduct of the involved officers.

Where available, investigations include a review of communications recordings, Service occurrence reports, forensic evidence and reports, officer interviews conducted by the SIU and all duty book notes, SIU documentation including the Director's conclusion letter and investigative report, statements of civilian witnesses gathered and released by the SIU at the conclusion of their investigation upon the consent of the civilian witnesses, and any other information and evidence available on a case by case basis.

### **1. The Policies of the Niagara Regional Police Service**

Professional Standards Unit investigators determined that the following General Orders had primary relevance in this matter, and they have been reviewed accordingly in the context of this incident.

1. General Order 079.10 – Special Investigations Unit
2. General Order 168.06 – Officer Note Taking
3. General Order 167.07 – Mentally Ill Persons

Upon review, it was determined that the involved officers were fully compliant with the listed General Orders and no issues were identified.

### **2. Services Provided by the Niagara Regional Police Service**

There were no issues identified relating to the services provided by the Niagara Regional Police Service during this incident.

### **3. Conduct of Niagara Regional Police Officers**

There were no officer conduct issues identified during the SIU investigation or the Professional Standards Unit investigation and review of this incident with regard to compliance with General Orders or legislation.

In his Decision Letter dated April 14, 2021, SIU Director Joseph Martino stated the following:

*“I note for the record that the events in question transpired over the course of the day on December 4, 2020, and yet the SIU was not notified until December 16, 2020. Given the nature of this incident, I accept that it would have taken some time after Mr. Young was pronounced deceased to fully appreciate the possibility of some nexus between police*

*interactions with him earlier in the day and his unfortunate passing. That said, it seems to me that that link ought to have been identified sooner than the length of time it took for the SIU to be notified. I ask that you look into this matter and take whatever steps may be necessary to mitigate the risk of this length of delay in the future."*

### **Delay in SIU. Notification**

On December 4, 2020, at 9:16 p.m., the Professional Standards Unit Inspector was contacted by the Duty Officer and advised of the incidents involving AB. The Duty Officer advised that AB was later located hanging from a tree and was pronounced deceased.

Based upon a review of Section 16 of the Special Investigations Act which lists when a designated authority is required to notify the SIU Director respecting an incident, the Professional Standards Unit Inspector had no reasonable belief that the officers' conduct contributed to the incident and therefore did not believe that notification to the SIU was required when the information was originally reported on December 4, 2020.

The Professional Standards Unit investigation and review of this incident was undertaken in compliance with Section 11 of Ontario Regulation 267/10 made under the Police Services Act. The relevant policies of the Police Service, the services provided, and the conduct of the involved Service members was the focus of this review and investigation.

In conclusion, there were no issues identified regarding compliance with governing General Orders, the services provided or the conduct of the involved Police Service members that required corrective action, and no changes are required to existing General Orders governing these situations.

### **Alternatives Reviewed**

- 1) To not receive the report.
- 2) To not make the report available to the public.

Subsection 11(4) of Ontario Regulation 267/10 made under the Police Services Act provides that, upon receiving this report, the Board may make it available to the public.

The Police Services Act provides that meetings of the Police Services Board shall be open to the public subject to exceptions that are set out in Subsection 35(4). The applicable exception to be considered in this case is whether or not "*the desirability of avoiding disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.*"

In considering whether or not to make this report available to the public, it is respectfully submitted that the Board consider the following factors:

1. There are no public security matters revealed in this report.



2. This report does not reveal any intimate financial or personal matters.

**Relationship to Police Service/Board Strategic Priorities**

Not applicable.

**Relevant Policy Considerations**

Not applicable.

**Other Pertinent Reports**

C.8.10.2021.05.20 – Request for Legal Indemnification – SIU Case Number 20-OOD-355  
– Incident of December 3-4, 2020

*This report was prepared by Inspector Luigi Greco, Professional Standards Unit, reviewed by Superintendent David Meade, Executive Services, and recommended by Bill Fordy, Deputy Chief of Police, Support Services.*



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

**Appendices**

Not applicable.