



REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD PUBLIC AGENDA

Thursday, November 25, 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, October 28, 2021 5

That the Minutes of the Public Board Meeting held Thursday, October 28, 2021 be adopted as circulated.
 - 3.2. Minutes of the Special Public Board Meeting held Wednesday, November 17, 2021 13

That the Minutes of the Special Public Board Meeting held Wednesday, November 17, 2021 be adopted as circulated.
4. REPORTS FROM BOARD CHAIR
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7.1.	Ontario Association of Police Services Boards (OAPSB) - Mental Health Service Calls	16
	Joint correspondence dated October 21, 2021 from Chair Patrick Weaver and Interim Executive Director Bruce Chapman, OAPSB, addressed to The Honourable Michael. A. Tibollo, Associate Minister of Mental Health and Addictions, applauding the efforts of the Police Association of Ontario (PAO), Ontario Provincial Police Association (OPPA) and the Ontario Association of Chiefs of Police (OACP) for their support toward mental health among police employees, and to bring attention to the request of the OAPSB, with support of the Big 12 Police Services Boards, for the Province to consider establishing a working group to look at developing a province-wide persons in crisis strategy, and for the Province to convene/establish a collaboration table to provide solutions that address the rise in calls for service within the mental health framework.	
7.2.	Ontario Association of Police Services Boards (OAPSB) - Provincial Grant Funding / Community Safety and Policing Act	17
	Joint correspondence dated October 22, 2021 from Chair Patrick Weaver and Interim Executive Director Bruce Chapman, OAPSB, addressed to The Honourable Sylvia Jones, Solicitor General, endorsing the recent request of the Ontario Association of Chiefs of Police (OACP) to the Government of Ontario to ensure continued provincial grant funding for the Community Safety and Policing Grant and the Court Security and Prisoner Transportation Program Grant; and that the Ministry provide resources to support Boards to become compliant with the new <i>Community Safety and Policing Act</i> (CSPA).	
7.3.	Special Funds Specified Auditing Procedures Report	19
	Service report dated November 1, 2021 providing the results of the audit for the NRPS Special Fund accounts, specifically the General Operating and Special Operating accounts, for the year ending December 31, 2020, as conducted by Deloitte LLP in March 2021 in accordance to the procedures set out in the Board's Administration, Limitations and Guidelines of the Special Fund By-law 392-2021.	
7.4.	Quarterly Report - Special Fund Activity - July 1 to September 30, 2021	25
	Service report dated October 25, 2021 submitted in accordance to the quarterly reporting requirements set out in Board By-law 392-2021.	
7.5.	Annual Report - Communications and Dispatch - January 1 to December 31, 2020	30
	Service report dated November 4, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 194-2000.	
7.6.	Annual Report - Supervision - January 1 to December 31, 2020	41
	Service report dated November 8, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 217-2000.	

7.7. Financial Variance Overview - January 1 to September 30, 2021

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Service report dated November 9, 2021 submitted in accordance to the reporting requirements set out in Board By-law 384-2019, Financial Reporting, Control and Procurement of Goods and Services, specifically to provide the Board with a synopsis of the combined financial operations for the Service and the Board for the period ending September 30, 2021, including net COVID unbudgeted costs.

7.8. Monthly Report - Niagara Regional Police Service - Ongoing COVID-19 Pandemic - November 2021

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Service report dated November 25, 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.

That the information be received.

8. NEW BUSINESS

8.1. 2022 - 2025 Strategic Plan - Niagara Regional Police Service

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Service report dated November 1, 2021 requesting the Board approve the 2022 - 2025 Strategic Plan for the Niagara Regional Police Service as prepared by the Board in participation with the Chief of Police to address the core business functions of the police service and how it will provide adequate and effective police services, specifically in the areas of Public Safety; Community Engagement and Collaboration; Continuous Improvement and Organizational Continuity and Member Wellness and Resiliency, which have been identified as the four goals of this strategic planning cycle.

That the Board approve the Niagara Regional Police Service 2022 - 2025 Strategic Plan;

And further, that compliant with the Adequacy Standards Regulation, the 2022 - 2025 Strategic Plan be submitted to Regional Council for its information.

8.2. PSB Bursary Awards - Updated Terms of Reference - Brock University and Niagara College

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Correspondence dated November 8, 2021 from Deb Reid, Executive Director, Niagara Police Services Board, providing the Board with a copy of the updated Terms of Reference for the Police Services Board bursary awards in support of Brock University and Niagara College.

That the Board approve the updated Terms of Reference for the Niagara Police Services Board Bursary in support of Board University and Niagara College as appended to the report;

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

9. OTHER NEW BUSINESS

10. IN CAMERA REPORTS

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, October 28, 2021
Meeting Held By Electronic Participation Only
ZOOM VIRTUAL MEETING

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 M. Giannico, District Operations
Superintendent J. Mackay, Operational Support
Superintendent D. Meade, Executive Services
A/Superintendent C. Healey, Corporate Services
Inspector R. LaPlante, Executive Officer to the Chief of Police
S/Sergeant N. Dave, Member Support Unit
D/Sergeant D. Biggar, Executive Officer to Deputy Chief
A. Askoul, Director of Information Technology
S. Sabourin, Corporate Communications Manager
M. Asher, Executive Assistant to the Chief

OTHERS:

R. Le Clair, Policing Services Advisor, Ministry of the Solicitor General

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 that the land on which the meeting takes place is 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. Today, this gathering place is home to many First Nations, Metis, and Inuit peoples and acknowledging this 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.

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, September 23, 2021

Moved by: H. D'Angela
Seconded by: D. Eke

That the Minutes of the Public Board Meeting held September 23, 2021 be adopted as circulated.

Carried

3.2 Minutes of the Public Finance Committee Meeting held October 14, 2021

Moved by: H. D'Angela
Seconded by: D. Eke

That the Minutes of the Public Finance Committee Meeting held October 14, 2021 be adopted as circulated.

Carried

4. REPORTS FROM BOARD CHAIR

Welcome to the Ministry Policing Services Advisor - On behalf of the Board, Chair Steele welcomed Ron Le Clair to the meeting. Ron is with the Inspectorate of Policing at the Ministry of the Solicitor General and he serves as a Policing Services Advisor to Police Boards in Ontario. He joins the meeting as part of routine visits by Policing Services Advisors to Police Boards across the Province. The Board welcomes his continued attendance at our meetings.

National Police Memorial - On September 26, Chair Steele, Vice Chair Eke and Member Lawson joined Chief of Police Bryan MacCulloch at Police Headquarters for a ceremony to commemorate the annual Canadian Police and Peace Officers' Memorial Service to honour those brave men and women who died in the line of duty.

CAPG - Annual Conference - Board Members virtually attended the Canadian Association of Police Governance 2021 Annual Conference held from September 28 - 30. The conference theme was "Reimagining Community Safety and Well-Being: Inspiring Change" and the program featured a strong, diverse group of speakers; including the Federal Minister of Public Safety & Emergency Preparedness, the Privacy Commissioner of Canada, the Inspectorate of Policing and other leaders in the field of policing and police governance.

CAPG - Webinar Session - The Canadian Association of Police Governance 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. On October 12, the Board attended a webinar on the lessons learned from shifting the RCMP to a Municipal Police Service, which was hosted by the Surrey, BC Police Board. The monthly webinar in November is entitled “Police Recruiting – Developing the Most Effective Strategy for a Reflective Service”. Further webinar details, including confirmation of the date, time and connection links will be provided to the Board when available.

Public Sector Network - On September 28, Board Members attended the Public Sector Network “2nd Annual Safer Cities Virtual Event” to discuss key strategies for creating and maintaining safe and resilient cities. On October 27, the Public Sector Network also hosted a webinar on “Building Resilience to Insider Risk” which explored ways to boost security and compliance while leveraging the best prevention and detection tools. The Public Sector Network events provide opportunities to bring together key government leaders, municipalities, policy makers, law enforcement, and other stakeholders to share best practices that foster community well-being.

Equity, Diversity and Inclusion Training Session - On October 6 and October 20, Board Members and Staff participated in the Equity, Diversity and Inclusion Training Sessions that were provided to the Niagara Regional Police Senior Leadership Team. The training was delivered and facilitated by an anti-racism, equity and inclusion expert, Rumina Morris, who provided engaging and interactive sessions to bridge the gap between the vision of being an inclusive organization and actioning those goals in an intentional and strategic manner.

OAPSB Zone 4 - Quarterly Meeting - On October 6, the Ontario Association of Police Services Boards held their Zone 4 Quarterly Meeting. Zone 4 consists of a total of 14 Police Services Boards, including municipal and OPP Contract Boards or First Nations police governance bodies that are located within the regions or counties of Brant, Haldimand, Halton, Hamilton, Niagara, Norfolk and Oxford. These quarterly engagements allow Boards within a certain geographic area to meet for the purpose of discussing matters related to police governance.

Kristen French Child Advocacy Centre Niagara - Spotlight Gala - On October 20, Chair Steele joined Chief MacCulloch and Deputy Chief Flynn at the Kristen French Child Advocacy Centre Niagara's Spotlight Gala held at the Americana Resort in Niagara Falls. The Gala commemorated the ongoing work being done throughout our local communities to help children and youth who have either witnessed or been victims of physical or sexual abuse or that have been subjected to acts of internet luring or were an unwilling witness of violence.

OAPSB Labour Conference - On November 18, the Ontario Association of Police Services Boards will hold their 2021 Labour Conference virtually. The program will provide learning opportunities about the labour relations landscape across Ontario, police executive contracts, discussion on employer challenges with WSIB, updates regarding the Community Safety and Policing Act, and provide further insights into diversity, equity and inclusion; and police hiring practices.

1 District Facility Project - St. Catharines Detachment - The Niagara Region and Police Service Joint Steering Committee meeting scheduled for October 26 was cancelled and the next meeting is scheduled for November 23 for consideration of the final report closing out the project. Further updates will be provided to the Board at its November 25 meeting. Member Gale raised concerns that the 1 District NRPS sign is not visible to the public unless you are directly in front of the building and there is no night lighting. Vice-Chair Eke will raise this matter with the Region's Public Works to determine any corrective measures.

Upcoming PSB Meetings - There are no Committee Meetings scheduled in November, and the next Board Meeting will be held Thursday, November 25 at 9:00 am. The meeting will be held by electronic participation through Zoom.

5. REPORTS FROM THE CHIEF OF POLICE

Niagara Regional Police Auxiliary Recruitment Drive – The Niagara Regional Police is pleased to announce that the Auxiliary Officer Program has reopened, and a recruitment drive has begun after being suspended due to COVID-19. The Auxiliary Officer Program is a great volunteer opportunity. Many auxiliary officers give their time to serve their community and give back. It has historically been found to be a means for persons who wish to become a sworn police officer to get real world law enforcement experience. Successful candidates will receive law enforcement training and will be able to assist the Service in uniform at events. With an authorized auxiliary officer strength of approximately 75 officers, the Service hopes to recruit approximately 40 new auxiliary officers to commence their local training in 2022. Information is available on our website at www.niagarapolice.ca for interested candidates.

Operational Statistics:

Homicides - Reporting Period of September 21 to October 25, 2021

- 0 for this reporting period with a total of 6 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 - Reporting Period of September 21 to October 25, 2021

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

Fatal Motor Vehicle Collisions (MVC) - Reporting Period of September 1 to September 30, 2021

- 2 for this reporting period with a total of 20 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) - Reporting Period of September 1 to September 30, 2021

- 1 for this reporting period.

Fatal MVC – Incident of July 5, 2021 - At approximately 3:56 pm, officers responded to the report of a collision involving two motor vehicles and a transport truck on Victoria Avenue at Spring Creek Road in the Town of Lincoln. Investigations determined an 80-year-old female was operating her vehicle eastbound on Spring Creek Road and failed to stop for the stop sign at Victoria Ave. The vehicle entered Victoria Avenue into the path of a southbound pickup truck being operated by a 50-year-old male. The pickup truck was redirected into the path of a northbound tractor trailer as a result of the initial collision. The female was ejected from her vehicle and sustained life-threatening injuries. She remains in hospital. The 50-year-old male was found vital signs absent inside of his vehicle and was pronounced deceased at the scene. The operator of the tractor trailer, a 22-year-old male, suffered non-life-threatening injuries. The investigation into this matter continues by the Collision Reconstruction Unit.

Fatal MVC – Incident of September 17, 2021 – At approximately 4:48 pm, officers responded to the report of a motor vehicle collision at Scott Street West and Hiscott Street in the City of St Catharines. Investigation determined a 36-year-old male reversed his pickup truck out of a driveway. Simultaneously, a 32-year-old male of no fixed address was operating a motorcycle at a high rate of speed westbound on Scott Street West. The motorcycle collided with the pickup resulting in serious injuries to the motorcycle operator. The operator was transported to hospital where he was later pronounced deceased. The driver of the pickup truck was not injured. This incident remains under investigation by detectives from the Collision Reconstruction Unit.

Life Threatening MVC – Incident of September 1, 2021 - At approximately 6:29 am, uniform members responded to the report of a serious motor vehicle collision involving two motor vehicles on Caistorville Road south of Concession 3 Road in the Town of West Lincoln. Investigations determined a vehicle being operated by a 20-year-old male was travelling northbound on Caistorville Road when it collided with a southbound vehicle being operated by a 46-year-old male. Both males were transported to hospital sustaining life threatening injuries. This collision remains under investigation by detectives from the Collision Reconstruction Unit.

Enforcement Initiatives:

Niagara Falls Man Charged After Assaulting NRPS Officers - On October 6 at approximately 8:30 pm, an officer with the Traffic Enforcement Unit stopped a car in the area of Lundy's Lane and Kalar Road in Niagara Falls to investigate a possible impaired driver. While standing at the side of the road with the driver, an unknown man who had no connection to the traffic stop approached the officer. The unknown man began to video record, yell, and swear at the officer. The man was cautioned against obstructing the impaired investigation and told to move back. The man then suddenly spat in the officer's face. The male then resisted arrest before being placed inside of a cruiser where he continued to be combative and kicked another officer in the chest. Officers were able to secure the door for the man to be transported to the Prisoner Management Unit in Niagara Falls. No officers were injured. The man is facing five charges in total including obstruct police officer and assault police officer.

Detectives Investigating Mischief at Church in St. Catharines – On October 11 at 2:33 pm, detectives from St. Catharines began an investigation into mischief that occurred at 92 Geneva Street in St. Catharines. Investigation revealed that on October 10, an unknown male attended the Salem Chapel British Methodist Episcopal Church and allegedly intentionally damaged the Harriet Tubman statue. As a result of the investigation, detectives were able to identify the suspect who was subsequently arrested on October 13. Detectives have been working with the Salem Chapel British Methodist Episcopal Church to address the concern. At this time there is no indication that the vandalism was a hate motivated crime. The Service continues to provide the Crown with any pertinent details that are relevant to the investigation.

6. PRESENTATIONS

There were no presentations.

7. CONSENT AGENDA

7.1 NRPS 2020-2022 Diversity, Equity and Inclusion Strategic Plan - Status Update

Service report dated October 5, 2021 providing a status update on the work currently being undertaken by the Service to comply with the goals set out in the Niagara Regional Police Service 2020-2022 Diversity, Equity and Inclusion Strategic Plan.

7.2 Monthly Report - Niagara Regional Police Service - Ongoing COVID-19 Pandemic - October 2021

Service report dated October 26, 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 mitigate risks.

7.3 Quarterly Report - Administration of the Public Complaints System - July 1 to September 30, 2021

Service report dated October 8, 2021 submitted in accordance to the quarterly reporting requirements set out in Board By-law 301-2010.

7.4 Quarterly Report - NRPS Authorized Strength as at October 1, 2021

Service report dated October 1, 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.

7.5 Quarterly Report - Brock University Special Constables - July 1 to September 30, 2021

Report dated October 1, 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 and employed with Brock University Campus Security Services.

7.6 Annual Report - Crime Analysis - January 1 to December 31, 2020

Service report dated September 29, 2021 submitted in accordance to the annual reporting requirements set out in Board By-law 195-2000.

7.7 Special Fund Donation Acknowledgement - Canadian Association of Police Governance (CAPG)

Letter dated October 19, 2021 from Carole McDougall, Chair, 2021 CAPG Conference Committee, acknowledging the Board's special fund donation to support the CAPG 32nd Annual Conference held virtually from September 28- 29, 2021.

Moved by: B. Gale

Seconded by: K. Gibson

That the information be received.

Carried

8. NEW BUSINESS

8.1 Regional Municipality of Niagara (RMON) - Updated Land Acknowledgement Statements

Correspondence dated September 24, 2021 from Ann Marie Norio, Regional Clerk, RMON, advising of a motion passed by Regional Council at its meeting held September 23, 2021 relating to practices associated with the Region's land acknowledgement statements.

Moved by: J. Lawson
Seconded by: T. McKendrick

That the Board adopt the use of the Niagara Region Land Acknowledgement Statements for the Police Services Board and Niagara Regional Police Service as outlined in the report, and as may be amended from time-to-time;

And further, that the short version be recited at Board and Committee meetings on a go-forward basis.

Carried

8.2 Police Services Board– 2022 Proposed Meeting Schedule

Memorandum dated October 1, 2021 from Deb Reid, Executive Director, Niagara Police Services Board, providing the proposed meeting schedule for the year 2022.

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

That the Board approve the Schedule of Regular Meetings for the Niagara Regional Police Services Board and Committee meetings for the year 2022 as presented.

Carried

8.3 Special Fund Request – Out of the Cold Dinner Program

Service report dated October 22, 2021 requesting the Board approve a donation to the Out of the Cold Dinner Program to provide meals and overnight accommodations to members of the community in need during the winter months. (*Previous donations are as follows: 2014-2015 - \$300; 2016-2018; 2020 - \$500.*)

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

That the Board approve a donation in the amount of \$500.00 from the Special Fund to the Out of the Cold Dinner Program.

Carried

9. OTHER NEW BUSINESS

9.1 Police Services Board Meeting - Public Reporting of In Camera Items

Member Gale requested an update on a matter raised at the Board's September 23, 2021 meeting regarding the public reporting of in-camera items and the difference between the legislative requirements of the *Municipal Act* and *Police Services Act*.

Since that time, Advisor Le Clair provided Member Gale with a response based on legislation currently mandated through the *Police Services Act*. Advisor Le Clair stated that he will provide further information to the Board about the changes that will come into effect under the new *Community Safety and Policing Act (CSPA)*, 2019, that will have a direct impact on the mandate for the Board's meeting structure and public reporting.

The Board requested that Advisor Le Clair provide the information to the Board's Executive Director for dissemination to the Board Members.

10. IN CAMERA REPORTS

(FOR PUBLIC RELEASE FROM THE SEPTEMBER 23, 2021 IN CAMERA MEETINGS)

10.1 Police Services Board - Draft Operating Budget for 2022

Report dated September 10, 2021 from Deb Reid, Executive Director, Niagara Police Services Board, providing the Board with a draft budget as approved by the Board at its Public Finance Committee Meeting held October 14, 2021 for incorporation into the police service budget and for public report.

10.2 Special Investigations Unit (SIU) Case Number 20-OFI-360 - Incident of December 25, 2020

Service report dated July 25, 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: T. McKendrick

Seconded by: H. D'Angela

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 9:25 am.

William C. Steele, Chair

Deb Reid, Executive Director



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICES BOARD
SPECIAL PUBLIC MINUTES

Wednesday, November 17, 2021
Meeting Held By Electronic Participation Only
ZOOM VIRTUAL MEETING

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

NRPS MEMBERS:

- Chief of Police B. MacCulloch
- Deputy Chief B. Flynn, Operational Services
- Deputy Chief B. Fordy, Support Services
- Superintendent R. Frayne, Corporate Services
- Superintendent M. Giannico, District Operations
- Superintendent J. Mackay, Operational Support
- Superintendent D. Meade, Executive Services
- A. Askoul, Director of Information Technology
- L. Rullo, Finance Manager
- S. Sabourin, Manager, Corporate Communications
- C. Woods, Financial Analyst
- M. Asher, Executive Assistant, Chief of Police

1. CALL TO ORDER

The Special Public Meeting of the Niagara Police Services Board commenced at 11:31 am.

2. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

There were no declarations of conflict or pecuniary interest.

3. ADOPTION OF MINUTES

There are no Minutes from any previous meetings.

4. REPORTS FROM THE BOARD CHAIR

There were no reports from the Board Chair.

5. REPORTS FROM THE CHIEF OF POLICE

There were no reports from the Chief of Police.

6. PRESENTATIONS

There were no presentations.

7. CONSENT AGENDA

7.1 Niagara Region - NRPS/PSB 2022 Operating Budget

Letter dated November 8, 2021 from Ann-Marie Norio, Regional Clerk, Niagara Region, providing the Board with notice of the motion passed by the Region's Budget Review Committee of the Whole (BRCTOW) at its November 4, 2021 meeting with respect to the direction of the BRCTOW that the Service remove \$500,000 from the budget as proposed and provide a revised budget further consideration by the BRCTOW at its November 25, 2021 meeting.

Moved by: K. Gibson

Seconded by: J. Lawson

That the information be received.

Carried

8. NEW BUSINESS

8.1 2022 Niagara Regional Police Service and Police Services Board Revised Operating Budget

Service report dated November 12, 2021 providing the Board with the revised operating budget for the Police Service and the Police Services Board as per the direction given at the Region's Budget Review Committee of the Whole (BRCTOW) held November 4, 2021 requesting the Service consider a revised budget removing \$500,000 from the proposed operating budget as presented at that meeting, which has resulted with the Service recommending a budget adjustment that will reduce the proposed one-time contributions to capital reserve by \$500,000, resulting in a total net expenditure budget before indirect allocations of \$168,377,688, which is a 4.5% increase over the 2021 approved budget.

Moved by: B. Gale

Seconded by: D. Eke

That the Police Services Board:

1. Receive and approve the 2022 Operating Budget for the Police Service and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$168,377,688;

2. Submit the revised budget of the Service and the Board to Regional Council for approval;

3. Request the Region transfer over \$4.47 million to the Police Service from the \$31 million 2020 budget surplus.

Carried

9. OTHER NEW BUSINESS

There was no other new business raised or discussed.

10. IN CAMERA REPORTS

There were no in-camera reports.

11. ADJOURNMENT

The Special Public Meeting adjourned at 11:56 am.

William C. Steele, Chair

Deb Reid, Executive Director



180 Simcoe St, London, ON N6B 1H9

Tel. 1-800-831-7727

October 21, 2021

The Honourable Michael A. Tibollo
Associate Minister of Mental Health and Addictions, Ontario
5100 Rutherford Rd Unit 3, Woodbridge, ON L4H 2J2
Michael.Tibollo@ontario.ca

Mental Health Service Calls

Dear Honourable Minister Tibollo,

The physical, mental, and emotional health of police officers and their civilian team-mates is critical to a safe and healthy society. We applaud the Police Association of Ontario (PAO) and the Ontario Provincial Police Association (OPPA) emphasis on mental health among police employees, and access to mental health services.

We also applaud the Ontario Chiefs of Police (OACP) support on mental health among police employees and concerns that existing mental health services may not be as effective as they could/should be in facilitating employees' full recovery.

We implore all relevant police sector stakeholders to work together to improve the support systems and processes associated to mental health support for police officers and civilian support as suggested by the Ontario Association Chiefs of Police (OACP) And we look forward to being a partner in the process.

On another related matter, the mental health related calls received by police continue to escalate, and we appreciate the need to see change on how individuals in crisis can be best supported. This calls for the province to develop a strategy that promotes a consistent integrated approach across Ontario which would support the best outcomes, adequate resources and supports needed to be put in place to effect change in communities.

The OAPSB with support of the Big 12 Police Service Boards request that the Province consider establishing a working group to look at developing a province-wide persons in crisis strategy (which would include mental health crisis calls) to ensure consistency in how these service calls are handled, while allowing for local variation as appropriate.

As calls for service within the mental health framework continues to rise within our communities it is critical that the Province convene or establish a collaboration table of Police, and Health care professionals to provide viable solutions to ensuring safe communities and to ensure those who need help are supported at the earliest opportunity. This should cut down costs and police resources and provide help for our vulnerable communities. OAPSB would be pleased to participate to advance work in this area.

Your truly,

Patrick Weaver
Chair

Bruce Chapman
Interim Executive Director

cc. Board of Directors, OAPSB



The Honourable Sylvia Jones, Solicitor General
George Drew Building
18th Floor
25 Grosvenor St.
Toronto, ON M7A 1Y6

October 22, 2021

Dear Honourable Sylvia Jones,

As the primary voice for police governance and the employer of police service personnel throughout the province, we endorse the recent request of the Ontario Association of Chiefs of Police (OACP) to the Government of Ontario in relation to the provincial grants outlined below. We also wish to bring to your attention the request from our membership to provide resources to support police service boards throughout the province to become compliant with the new Act. This was a high priority of the Big 12 Police Service Boards identified during their recent meeting.

Provincial Grant Funding

The primary role of police service boards is to ensure the provision of adequate and effective policing within our respective municipalities. As you are aware, salaries and benefits account for over 90% of policing budgets, which has always proven difficult to manage throughout the planning and budgeting process. The grant funding provided by the provincial government assists and alleviates some of the constraints placed on board budgets.

Currently, there are two grants that are critical to supporting community safety and well-being and enhancing the ability of police services to serve communities effectively. These are the Community Safety and Policing Grant (CSPG) and the Court Security and Prisoner Transportation Program Grant (CSPTG), including both local and provincial streams of funding. As you know, the Court Security & Prisoner Transportation is to end in December 2021, and the Community Safety and Policing Grant is set to end in March 2022. This grant funding has become critical to community safety and ensuring our police budgets have been set and funding set aside to ensure safe communities and proper Policing within our communities and the OAPSB urges the government to ensure the funding continues past the dates indicated.

Over the past several months, many of our police services and police personnel whose responsibilities include working with these two programs have and continue to express concern regarding the short-term and long-term fiscal viability of the programs. We are looking for your government's commitment to maintaining and even enhancing these programs to support the dedicated work of our police personnel in their communities. OAPSB is committed to working with your ministry to ensure the province's grants programs continue to support our police personnel and our communities across Ontario.

Community Safety & Policing Act (CSPA)

We are aware that the *Community Safety & Policing Act (CSPA)* will most likely come to force by Spring 2022. OAPSB members are requesting that the Ministry provide timelines of the proclamation and enforced date of the Act.

There is no doubt that there will be financial impact to both boards and police services to implement the myriad changes envisioned in the new Act. As such, The OAPSB as the provincial voice of all Police Service Boards throughout the province requests that the Ministry provide resources to support Boards to become compliant with the new Act. The Big 12 back the recommendation and request that the Ministry work with the OAPSB to ensure such resources are made available to the Boards.



Ontario Association Police Services Boards:

MISSION: To equip Police Service Boards to govern effectively by providing advocacy, expertise, and training.

VISION: That all police boards are fully trained and high performing in accordance with the legislation.

Your truly,

A handwritten signature in black ink, appearing to read 'P. Weaver'.

Patrick Weaver
Chair

A handwritten signature in black ink, appearing to read 'B. Chapman'.

Bruce Chapman
Interim Executive Director

cc: ADM Richard Stubbings , SOLGEN, ADM Debbie Conrad, SOLGEN, David Garland, SOLGEN, Mr. Mario Di Tommaso, Deputy Solicitor General, Community Safety, OAPSB Board of Directors, Gary Conn, OACP, Creed Atkinson, SOLGEN



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Special Funds Specified Auditing Procedures Report
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2021-11-01

Recommendation(s)

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

Key Facts

- The purpose of this report is to provide the results of the specified auditing procedures as per By-Law No. 392-2021 Administration, Limitations and Guidelines of the Special Fund.
- During March 2021, Deloitte LLP conducted their audit review of the two Special Funds Accounts referred to as General Operating Account and Special Operating Account.
- The results of the specified auditing procedures for the year ended December 31, 2020 are included in Appendix 1.

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 with Board By-Law 392-2021, 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.

There are no direct financial implications from receipt of this report.

Analysis

During March 2021, Deloitte LLP conducted their audit of the Special Funds Accounts referred to as General Operating Account and Special Operating Account as per By-Law

392-2021 (previously By-Law 376-2018) paragraph 11.2, *“On an annual basis, an external auditor shall provide a report on the Special Fund”*.

As in prior years, the Board engaged Deloitte LLP to provide a report under Section 9100 of the CPA Canada Standards, *“Reports on the results of applying specified auditing procedures to financial information other than financial statements”*. In this type of engagement, procedures performed are not intended to enable the accountant to express an audit opinion or provide negative assurance on the financial information. Instead, he or she applies only those procedures requested by his or her client.

Deloitte LLP’s report detailing the specified auditing procedures performed and the factual results of those procedures for the year ended December 31, 2020 have been included in Appendix 1.

One exception was noted on the report:

- Procedure 4(a) noted that there was one cheque (#904) for \$5,088.01 which was paid to the Service in order to reimburse the organization for fees paid on behalf of the Special Fund. By-Law 376-2018 states that the Chief of Police and/or his designated staff have the authority for disbursements from the General Operating Account up to a limit of \$5,000 for the annual audit of the Special Fund to be paid for from the proceeds of the Special Fund. Cheque #904 was greater than this limit. Deb Reid (Executive Director) provided approval to proceed with the payment.

Alternatives Reviewed

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

Relationship to Police Service/Board Strategic Priorities

To ensure the Police Services Board has the financial information to discharge their stewardship responsibilities effectively.

Relevant Policy Considerations

By-Law 392-2021 (previously 376-2018) Administration, Limitations and Guidelines of the Special Fund.

This report was prepared by Courtney Woods, Financial Analyst, in consultation with Anthony Gallo, Acting Finance Manager, reviewed by Chris Healey, Acting Superintendent, Corporate Services, and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



Submitted by:

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

Appendices

Appendix 1 Report on the Results of Applying Specified Procedures to the Special Operating and General Operating Accounts for the period ending December 31, 2020.

To the Police Services Board of
The Regional Municipality of Niagara

As specifically agreed, we have performed the following procedures in connection with the statement of receipts, disbursements, bank balance and available fund balances for the special operating and general operating accounts of The Regional Municipality of Niagara Police Services Board ("NRPS") for the year ended December 31, 2020:

- (1) We confirmed the special operating and general operating accounts reconciles with the bank as at December 31, 2020.

No exceptions noted.

- (2) We traced the monthly interest recorded on the general operating bank balance to the bank statements.

We noted no interest was recorded on the general operating bank account during the year.

- (3) We traced all of the cash receipts of the special operating account to NRPS' monthly reports and to the bank deposit book and bank statement.

(a) We traced all found and seized funds to receipts provided upon collection of funds.

(b) We traced all other receipts greater than \$1,000 to supporting documentation.

No exceptions noted.

- (4) We traced all of the cheque disbursements of the special operating and general operating accounts to the cash journal and to the cancelled cheque and bank statement, with the exception of the cheques noted below in (4)(c). We also performed the following:

(a) We traced disbursements greater than \$2,000, other than transfers to the Region-held bank account, to approval in the official minutes of NRPS. We noted these transfers are identified and approved within monthly Board reports.

We noted \$5,088.01 (cheque #904) which was paid to NRPS in order to reimburse the organization for fees paid on behalf of the Special Fund. By-Law 376-2018 states that the Chief of Police and/or designated staff have the authority for disbursements from the General Operating Account up a limit of \$5,000 for the annual audit of the Special Fund to be paid for from the proceeds of the Special Fund. Cheque #904 was greater than this limit. Deb Reid (Executive Director) provided approval to proceed with the payment.

No other exceptions noted.

- (b) We traced all other disbursements greater than \$1,000 to supporting memoranda of the police staff and inspectors to the Chief of Police.

No exceptions noted.

- (c) We noted no cheque that was written in the year which had not cleared the general operating bank account as of the date of testing.

The above procedures do not constitute an audit of the statement of receipts, disbursements, bank balances and available fund balances for the special operating and general operating accounts of The Regional Municipality of Niagara Police Services Board and would not necessarily reveal the existence of additional receipts and disbursements. Therefore, we do not express an opinion on the statement of receipts, disbursements, bank balance and available fund balances for the year ended December 31, 2020.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
June 8, 2021

The Regional Municipality of Niagara Police Services Board
Statement of receipts, disbursements, bank balance and available fund balances
Year ended December 31, 2020

	Special Operating Account \$	General Operating Account \$
Receipts		
Auction	52,518	—
Found and seized funds	61,908	—
Transfer from operating fund	—	40,000
Tuck shop	10,341	—
	<u>124,767</u>	<u>40,000</u>
Disbursements (net of refunds)		
Auction fees	26,259	—
Audit fees	5,241	—
Conferences	3,000	—
Donations	11,290	—
Informants' fees	—	42,250
Returned funds	572	—
Service fees	80	16
Tuck shop costs	8,273	—
	<u>54,715</u>	<u>42,266</u>
Excess of (disbursements over receipts) receipts over disbursements	70,052	(2,266)
Balance, beginning of year	26,770	6,908
Balance, end of year	<u>96,822</u>	<u>4,642</u>
Bank account balance, end of year	97,822	4,642
Outstanding cheques	(1,000)	—
Balance, end of year	<u>96,822</u>	<u>4,642</u>
Available fund balances	<u>96,822</u>	<u>4,642</u>



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Special Fund Quarterly Activity Report for the Period of July 1, 2021 to September 30, 2021

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2021-10-25

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 detailed listing of quarterly activity in the special fund as well as a bank reconciliation in accordance with the Special Fund Administration, Limitations and Guideline By-Law 392-2021.
- The report contains any reward(s) offered/paid, revenue, disbursements and provides the balance and unrestricted balance available to the Board.
- This report summarizes the balances and details the activities of the Niagara Regional Police Special Funds Accounts for the period of July 1, 2021 to September 30, 2021.
- The Special Operating Account has exceeded the \$90,000 limit by an excess amount of \$54,548.25.

Financial Considerations

The Board has a discretionary pool of funds, which it uses primarily for donations. Disbursements from the fund are in accordance with guidelines provided in the Police Services Act, and also with Board By-law 392-2021, 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 found or seized property, which lawfully comes into the possession of the police service and is unclaimed. 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.

In accordance with By-law No. 392-2021 section 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.*

Due to a decrease in donations experienced in 2020 and 2021, as well as the routine transfers of auction proceeds and Seized/Found money, the Special Operating Account has exceeded the \$90,000 limit during the quarter. As of September 30, 2021, the balance of the Special Operating Account is \$144,548.25. As per the direction of Board Executive Director, the excess amount will be transferred to the general revenue of the Service with a one time annual transfer at year-end.

Analysis

The balances of the Police Special Funds as of September 30, 2021, and detailed in Appendix 1 are as follows:

- Special Fund – Special Operating Account - #125-255-0 – \$144,548.25
- Special Fund – General Operating Account (Informant) #103-543-5 – \$6,505.53
- Total Special Funds – Special and General (Informant) Accounts – \$151,053.78

The summary of activities for the period ended September 30, 2021, is provided in Appendix 2. Informant payments during the period totalled \$4,800, made up of 15 payments ranging from \$200 - \$500 with a median of \$300.

Alternatives Reviewed

No alternatives exist.

Relationship to Police Service/Board Strategic Priorities

To ensure compliance with the Special Fund Administration, Limitations and Guideline By-law 392-2021.

Relevant Policy Considerations

Section 132 and 133 of the Police Services Act governs the disposition of personal property that comes into the possession of the police service and where the board may use the proceeds for any purpose that it considers in the public interest.

Other Pertinent Reports

Minute No. 7.5 2021-05-20 Special Fund Activity Report – January 1 to March 31, 2020

Minute No. 7.8 2021-09-23 Special Fund Activity Report – April 1 to June 30, 2020

This report was prepared by Courtney Woods, Financial Analyst in consultation with Laura Rullo, Finance Manager, reviewed by Chris Healey, Acting Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



Submitted by:

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

Appendices

- Appendix 1 Reconciliation of Balance of Special Funds
- Appendix 2 Summary of Special Funds Activity

Appendix 1
Niagara Regional Police Service
Reconciliation of Balance of Special Funds as at:

September 30, 2021

		Special Operating Account #125-255-0	General Operating Account #103-543-5	Total Special Funds
Balance per Bank Statement		\$ 151,848.25	\$ 7,205.53	\$ 159,053.78
<u>Outstanding Cheques:</u>				
<u>Description</u>	<u>Doc. #</u>			
Informant	2021-57		\$ 450.00	\$ 450.00
Informant	2021-58		\$ 250.00	\$ 250.00
CAPG AGM	921	\$ 1,500.00		\$ 1,500.00
Niagara Regional Police Bicycle Registry	922	\$ 5,800.00		\$ 5,800.00
Total Outstanding Cheques		\$ 7,300.00	\$ 700.00	\$ 8,000.00
Available Bank Balance		\$ 144,548.25	\$ 6,505.53	\$ 151,053.78
Deposits not Recorded				
Bank Charges not Recorded				
Niagara Regional Police Service		144,548.25	6,505.53	151,053.78

Appendix 2: Niagara Regional Police Service: Summary of Special Funds Activity

			Activity Period		Account Number
Special Fund - Special Operating			07/01/2021 - 09/30/2021		125-255-0
Date	Description	Ref.	Withdrawals	Deposits	Balance
1/Jul/21	Previous Balance				94,872.43
7/Jul/21	Activity Fee		0.49		94,871.94
26/Jul/21	OPP Asset Forfeiture Deposit			42,488.88	137,360.82
26/Jul/21	Police Auctions Canada			1,267.72	138,628.54
5/Aug/21	Niagara Golf Marathon	920	250.00		138,378.54
5/Aug/21	Activity Fee		0.64		138,377.90
24/Aug/21	CAPG AGM	921	1,500.00		136,877.90
7/Sep/21	Activity Fee		0.04		136,877.86
10/Sep/21	Police Auctions Canada			4,728.91	141,606.77
16/Sep/21	Siezed/Found Money Deposit			8,741.48	150,348.25
28/Sep/21	Niagara Regional Police Bicycle Registry	922	5,800.00		144,548.25
					144,548.25
	Totals		7,551.17	57,226.99	
30/Sep/21	Closing Balance - General Fund				\$ 144,548.25

			Activity Period		Account Number
Special Fund - General Operating (Informant)			07/01/2021 - 09/30/2021		103-543-5
Date	Description	Ref.	Withdrawals	Deposits	Balance
1/Jul/21	Previous Balance				\$1,308.93
2/Jul/21	Deposit			5,000.00	\$6,308.93
7/Jul/21	Activity Fee		1.87		\$6,307.06
5/Aug/21	Activity Fee		0.17		\$6,306.89
7/Sep/21	Activity Fee		1.36		\$6,305.53
23/Sep/21	Deposit			5,000.00	\$11,305.53
	Informant		4,800.00		\$6,505.53
					\$6,505.53
	Totals		4,803.40	10,000.00	
30/Sep/21	Closing Balance - Informant Fund				\$6,505.53

30/Sep/21	Total Special Funds Closing Balance				151,053.78
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NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Annual Report - Communications and Dispatch Board By-Law 194-2000 - January 1, 2020 to December 31, 2020

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2021-11-04

Recommendation(s)

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

Key Facts

- By-Law 194-2000, a by-law respecting Communications and Dispatch, was enacted as a result of Provincial Adequacy Standards Regulation LE-002.
- This by-law details specific requirements that are reported as follows:
 - a summary of the written procedures concerning communications and dispatch;
 - the status of Service compliance with the said procedures;
 - a copy of the organizational chart of the Communications Unit; and,
 - a summary of the training given to members in the Communications Unit including a summary of the cost associated with the training
- A statistical overview of the Communications Unit in 2020 is included.

Financial Considerations

Not applicable.

Analysis

The following information is in response to section (a) of By-Law 194-2000:

a) "... a summary of the written procedures concerning communications and dispatch..."

The Service's General Orders were prepared and approved to comply with Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services (Provincial Adequacy Standards Regulations). The following General Orders are specific to the Communications Unit and establish the responsibilities for members of the Service with respect to procedures and processes.

General Order 033.10 – Communications Systems:

This General Order provides procedures relating to the use and operation of radio and telephone systems used by members of the Communications Unit and other members of the Service. It includes procedures on the proper determination of call types utilizing the Police Priority Dispatch System in order to ensure the proper police response. The Communications Unit operates in compliance with a mandate to record all operational radio and telephone communications.

Standard Operating Procedures:

The Communications Unit has a series of Standard Operating Procedures (SOP's) that further govern, in detail, the day-to-day operations of the unit including outlining the information that should be obtained during emergency and non-emergency call taking. The SOP's are generated through an internal process involving the Training Coordinator, Quality Assurance Supervisor, Platoon Supervisors, and approved by Unit Management and are available in written form as a reference to Communicators.

The following information is in response to section (b) of By-Law 194-2000:

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

The Communications Unit operates in compliance with the provisions of the aforementioned orders, procedures and adequacy standards.

The Communications Unit operations are subject to 24-hour oversight by two Platoon Supervisors who are responsible for monitoring operations in relation to daily activities. These daily activities include ensuring their subordinates adhere to policy and procedure, as well as monitoring incidents to ensure an appropriate and timely response.

The Service continues to utilize a structured call taking system and a quality assurance/quality improvement program within the NRPS Communications Centre, with products supplied by Priority Dispatch Corp. The Police Priority Dispatch System (PPDS) has two main software systems, ProQA and AQUA.

ProQA Dispatch Software integrates the protocols of the International Academies of Emergency Dispatch (IAED) with our Computer Aided Dispatch (CAD) technologies. It helps Communicators with 'case entry' and 'key questioning'. It assists Communicators in identifying the appropriate 'determinant code' for each case and clearly displays the response configuration specifically assigned to the code by our local authorities. ProQA then guides Communicators in providing all relevant 'post-dispatch' and 'pre-arrival' instructions to members of the public calling the police for assistance, as well as important 'case completion' information.

AQUA Quality Assurance Software automates the entire emergency dispatch case review process. It assists with data entry, compliance scoring, record keeping, reporting and more. With AQUA, the NRPS can measure and document the quality of service being provided to the community and to officers, as well as measure the level of compliance in relation to International Academy of Emergency Dispatch standards.

In 2019, the NRPS Communications Unit achieved the prestigious "ACE" accreditation. This made the NRPS the first police agency in the Province of Ontario to earn such an accreditation. In 2020, the NRPS Communications Unit continued to maintain its "ACE" accreditation status.

The following information is in response to section (c) of By-Law 194-2000:

c) "... a copy of the organizational chart of the communications unit..."

In the reporting period, the Communications Unit reported to the Superintendent of Operational Support through the Inspector of Operational Support. It had an authorized strength of 67, consisting of 1 Staff Sergeant, 8 Platoon Supervisors, 1 Quality Assurance and Accreditation Supervisor, 56 Communicators, and 1 Training Coordinator.

The unit is staffed on a 24-hour/365 day basis¹ by four rotating platoons consisting of two Platoon Supervisors² and 14 Communicators.

Communicators are trained to perform the functions of emergency and non-emergency Call-takers and Radio Dispatchers³ on a rotating basis and at times perform administrative call answering and call-back duties.

A copy of the 2020 (Bottom Up) Organizational Chart is included as Appendix 1. This chart is not intended to display the additional areas of command of the Inspector and Superintendent as the additional areas are unrelated to the Communications Unit. This chart has been erroneously interpreted in the past as depicting a narrow column of supervision.

The following information is in response to section (d) of By-Law 194-2000:

d) "... training given to members in Communications and a summary of the cost associated to training..."

Initial Training:

Training begins at the probationary Communicator level where the candidate undergoes an extensive training and evaluation process that includes:

¹ In compliance with subsection 5 (6) of O. Reg. 3/99.

² In compliance with subsection 6(1)(a) of O. Reg. 3/99.

³ In compliance with subsection 5(6) of O. Reg. 3/99.

- Job-specific pre-testing which includes typing 45 words per minute, Criti-Call, Select Advantage (Until November 2020). Select Advantage testing was used from January 2020 to October 2020 and was replaced by TalentClick assessments in November 2020
- Pre-screening is also completed on all eligible candidates. This testing includes audiometric testing and psychological assessment for suitability
- Four weeks in-house formal classroom Call-taker training followed by 320-400 hours of on-the-job training under the guidance of a Platoon Trainer/Mentor
- A period of independent work functioning as a Call-taker (typically less than one year)
- One week of in-house formal classroom Radio Dispatch training followed by 320-400 hours of on-the-job training under the guidance of a Platoon Trainer/Mentor
- A series of mandatory progress examinations and appraisals

The selection and training regiment is one of the most complex and demanding within the Service. Historically, the success rate of training to the Dispatcher level has been approximately 55% in this Service and across the Province in similar centres. Candidates most frequently fail during Dispatcher training, after the Service has heavily invested in their development. Training fails for a variety of reasons. Generally, required skills can be developed in a trainee, but inherent suitability often cannot. The most common deficiency is an inability to multi-task to the extreme degree required for success in the Dispatcher role.

In 2020, eleven (11) candidates were selected to participate in Call-taker classroom training. Ten (10) candidates were successful in completing both their classroom and live training period. Of note, the lone unsuccessful candidate had just begun their classroom training when they decided to resign for personal reasons. Also, during this time, four (4) Call-takers entered their Dispatch training period. Three dispatch candidates were successful in passing both their classroom and live training.

The initial training costs are labour related, as the screening, scheduling and proctoring of tests for new candidates is completed by the Training Coordinator. With more than 400 resumes being received in 2020, 143 individuals were invited to participate in the initial testing and 23 individuals came in for retesting. In November 2020, the screening process was moved from Select Advantage testing to TalentClick assessment, a more robust and efficient screening tool. TalentClick allowed for online initial testing of approximately 200 candidates. In 2020, 21 testing sessions were held to identify the best candidates for the Call-taker position. These recruiting efforts resulted in 11 individuals being selected to participate in Call-taker training. That means just over 2% of all applicants were selected to participate in Call-taker training.

The classroom and floor training of a trainee amount to approximately 920 hours which represents a substantial financial investment. Less tangible costs include the time commitment of the trainer/mentor and Training Coordinator while on duty. This is a

considerable training investment in candidates, some of whom are not ultimately successful. Efforts in 2020 have continued to build upon successes in previous years, maintaining a success rate of 90% making it through both classroom and live training. The sole member who did not make it through both classroom and live training in 2020 removed themselves from training when they decided that Communications was not the right fit for them. Additionally, one member decided the same after successfully completing live training.

Ongoing Training:

Within a year of becoming members of the Communications Unit and typically after completion of Call-taker training, Communicators attend the Ontario Police College Advanced Communications Techniques Course at the Ontario Police College. As was the case the previous year, this course was not offered in 2020.

Routine (annual) external training includes the Annual Ontario Police Communicator's Training Conference and the NENA⁴ and / or APCO⁵ Training Conference(s). These conferences were all cancelled and/or not attended due to the COVID-19 pandemic.

In addition, NRPS Communicators attend pursuit and domestic violence training, along with other training opportunities that are offered as they become available internally. As an example, in 2020 Communicators attended and received training in:

- Crisis Intervention Training (CIT)
- Accessibility for Ontarians with Disabilities Act Training (AODA)
- Occupational Health and Safety Training (OH&S)
- NRPS Blended Supervisor Course

In 2020, no Acting Supervisors or confirmed Supervisors attended the Ontario Police College Supervisor Course due to the COVID-19 pandemic.

The Unit delivers four hours of in-service training to Communicators annually in a group classroom setting. This was delivered on two dates to the Communications Unit members in January 2020. Topics covered included compassion fatigue, PTSD and new technology changes coming with NG9-1-1. The costs associated with this training are labor costs for the time spent in class.

The Communications Unit training spending for 2020 was \$14,188.72. The anticipated budget was \$70,791.89.

The \$56,603.17 that was anticipated, but not utilized, was directly related to the COVID-19 pandemic. Many of the courses and conferences that were planned were not attended

⁴ NENA = National Emergency Number Association.

⁵ APCO = Association of Public Safety Communications Operators.

because the majority were scheduled after the beginning of the pandemic. Pandemic restrictions continued for the remainder of the year.

Funds utilized in 2020 are detailed as follows:

NENA Group Membership	\$700.00
Priority Dispatch EPD Training (11 members)	\$7,442.19
Priority Dispatch PPDS Recertification (53 members)	\$3361.53
ENP Designations (2 members)	\$1,200.00
TalentClick	\$735.00
Webinar/Miscellaneous Training	\$750.00
Total	\$14,188.72

Communications Summary and Statistical Overview:

The Niagara Regional Police Service Communications System includes a voice radio system utilizing both mobile and portable radios⁶, dispatch consoles, a Computer Aided Dispatch System which includes a Mobile Workstation Mobile Data Terminal (MDT) System, a 911 Emergency telephone system with interconnections to other emergency services agencies, an emergency automatic call distribution system, a non-emergency complaints and administrative telephone system and an audio recording and instant play back system (NICE).

NRPS telecommunications systems are supported by regularly tested alternate power sources consisting of a combination of back up batteries (uninterrupted power sources-UPS) and generators. The voice radio system runs its own fault detection system, which is monitored and analyzed by the Service's radio technicians. The system was also engineered with duplicate channels across the Region for redundancy, offering additional back up.

In the event of a primary 911 system failure, an in-house 911 back up telephone system is in place to provide continued service. In the event both systems fail or if an evacuation of the Communications Unit is required, a Public Safety Answering Point (PSAP) Contingency Plan is in place. Bell Canada will be notified to reroute calls to the St. Catharines Fire Department pending the activation of the Communications Unit back-up site. This back-up site was housed within the former Communications Unit at #1 District in St. Catharines until that building was decommissioned on March 9th, 2021. The Interim Backup Centre opened that same day and is housed within #3 District in Welland. Once operational, the back-up site gives the Communications Unit the ability to perform all functions of emergency and non-emergency call taking and dispatch.

⁶ In accordance with subsection 6 (1)(b) of O. Reg. 3/99.

Calls for Police Service:

Police calls for service originate from several sources including 911 calls, calls received through the police service non-emergency number, text to 911 service (for pre-registered members of the deaf, hard of hearing, or speech impaired community), in-person reporting or “walk-ins”, as well as officer generated, or officer discovered incidents.

Telephone calls to the Communications Centre are either 911 calls or telephone calls delivered via non-emergency lines. Non-emergency telephone calls to the Communications Centre in 2020 numbered 210,342. When combined with the 911 call volume (as outlined below), the total telephone call volume was 389,679 calls in 2020. The total call volume dropped by 9,293 calls from the previous year, a 2.4% decrease in total calls. This drop over the previous year is believed to have been caused by the COVID-19 pandemic, and the public health restrictions put in place by the Province. In 2020, there were 56 texts to 911 incidents received to the Communications Centre.

Calls for Service generated in the Computer Aided Dispatch (CAD) System for the Niagara Regional Police Service were relatively stable from 2013 to 2016, however, there had been a spike in calls for service beginning in 2017. This increase remained consistent through 2019. In 2020, there were 126,047 Calls for Service generated. Once more, the 4.4% decrease in Calls for Service is believed to have been a result of the public health restrictions put in place by the Province to deal with the COVID-19 pandemic. The statistics shown in the following chart are compiled by systems solely within the NRPS.

CAD Entries for Police Calls for Service

Year	Calls for Service
2016	116,158
2017	125,348
2018	127,694
2019	131,834
2020	126,047

911 Calls:

By contract with the Regional Municipality of Niagara, the NRPS Communications Unit is the Niagara Region’s Primary Public Safety Answering Point (P-PSAP). 911 calls are either transferred to the other emergency services defined as Secondary Public Safety Answering Points (S-PSAPs) or retained to be processed as police calls for service by the Communications Unit then functioning as a Secondary PSAP. Secondary PSAP agencies have their own communications and dispatch operations.

Bell Canada is the authorized provider of 911 emergency infrastructure and services to Ontario municipalities. As part of their function, Bell captures statistics related to primary

and secondary PSAPs. In respect of 911 calls, Bell Canada counts calls in the system prior to the demarcation point with the NRPS. The data collection performed by Bell Canada is automated and objective.

One complexity of 911 call delivery is due to what is described as “unanswered calls,” “dropped calls,” or “abandoned calls.” These are calls that are detected by Bell but are not successfully delivered to the P-PSAP or are delivered but at the instant of disconnection or abandonment by the caller. Since the Bell system detects the calls, it records data referred to as ANI/ALI⁷ which is identifying information used by the P-PSAP to perform follow-up to determine if there is a problem at the origin of the call. Therefore, despite the characterization as “unanswered”, the calls are still handled by NRPS 911 operators who use the data provided by Bell to attempt follow-up investigation and call-backs.

In many cases, the resources committed to these follow-ups exceeds that of a normal 911 call, which is why they are statistically attributed to the NRPS P-PSAP. Utilizing Bell Canada's data, the five year period is reflected below.

Bell 911 Call Stats

Year	Call Stats
2016	142,591
2017	154,737
2018	165,443
2019	176,752
2020	179,337

911 Call Distribution:

All 911 calls received by the Service are processed to completion within the NRPS Communications Unit or transferred (down streamed) to other emergency response agencies including: Niagara Parks Police; Ontario Provincial Police; Niagara EMS; Hamilton EMS; and the two municipal fire service dispatch centres.

Distribution of 911 Calls	2018	2019	2020
NRPS Calls Kept	79,517	87,116	88,370
Niagara EMS	53,049	52,532	53,610
St. Catharines Fire ⁸	4,806	4,798	4,863
Niagara Falls Fire	1,024	1,051	1,057
Niagara Parks Police	106	111	155

⁷ ANI: Automatic Number information, ALI: Automatic Location Information

⁸ St. Catharines Fire provides dispatch services for every municipality in the Niagara Region except Niagara Falls (self-dispatched) and Fort Erie (Tilsonburg).

Distribution of 911 Calls	2018	2019	2020
OPP Orillia	7,087	7,255	6,187
Other-SPSAPS	225	294	363
Non-PSAP Agency	477	437	443
Dropped Calls	19,152	23,158	24,289
TOTALS 911 CALLS	165,443	176,752	179,337

Dropped Calls Handled: as indicated, these calls require investigation and handling by the Primary PSAP. The calls are not tracked by Bell past the point of lost connection, so they are attributed to the NRPS operated P-PSAP despite any eventual disposition. Calls are never attributed to more than one agency.

It should be noted that the Niagara Regional Police Service may still respond to the 911 calls that are transferred to other agencies. Upon receipt of a 911 call and in accordance with the Primary Agency Policy Agreement⁹, the Service 911 Call-taker determines the emergency agency most urgently required and transfers the call to that agency for response. The Call-taker may still create a police call for service to initiate police response. For example, in the case of a motor vehicle accident with injuries, the call would be transferred to the Niagara EMS Communications Centre for primary processing and is represented as a Niagara EMS call for statistical purposes, however, police would respond as well. Conversely, some of the calls processed through to completion by NRPS staff could result in notification to and response by, other emergency service agencies.

Statistically, 911 calls are credited to the agency to which the call is directed although it may require a multiple agency response.

Community/Inter-Agency Protocols:

The operation of the Communications Unit is further governed by:

- ❑ A 911 agreement between the Regional Municipality of Niagara and the Police Services Board¹⁰;
- ❑ 911 Operating Policies and Procedures¹¹ between the Police Service and other area emergency services;
- ❑ Regional and Municipal Emergency Measures Plans;
- ❑ Private Agency (i.e., Ontario Power Generation) Emergency Response Plans

These processes cover multi-agency notification and response agreements or protocols and lay out plans for major disasters. In addition, contact is maintained between

⁹ A call processing policy agreement between the Region of Niagara, Niagara Regional Police Service, Ministry of Health, City of St. Catharines, and the City of Niagara Falls in defining and establishing the identification of the "Primary Agency".

¹⁰ The Joint Powers Agreement.

¹¹ Such as the Primary Agency Policy Agreement.

emergency service providers operating within the Region, by way of quarterly 911 advisory committee meetings or informal contact on matters of mutual interest or concern.

This report is submitted to the Board for review and consideration of information relating to Communications and Dispatch in the Regional Municipality of Niagara.

Alternatives Reviewed

Not Applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Police Service's Board by-laws and to maintain compliance with Provincial Adequacy Standards.

Relevant Policy Considerations

Ontario Reg. 3/99, *"Adequacy and Effectiveness of Police Services"*

Niagara Region Police Services Board By-Law 194-2000

General Order 033.10 – Communications Systems

General Order 094.06 – Communications Master Logger

Other Pertinent Reports

Not Applicable.

This report was prepared by Chris Sirie, Staff Sergeant, Operational Support in consultation with Darrin Forbes, Inspector, Operational Support, reviewed by James Mackay, Superintendent, Operational Support and Projects and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



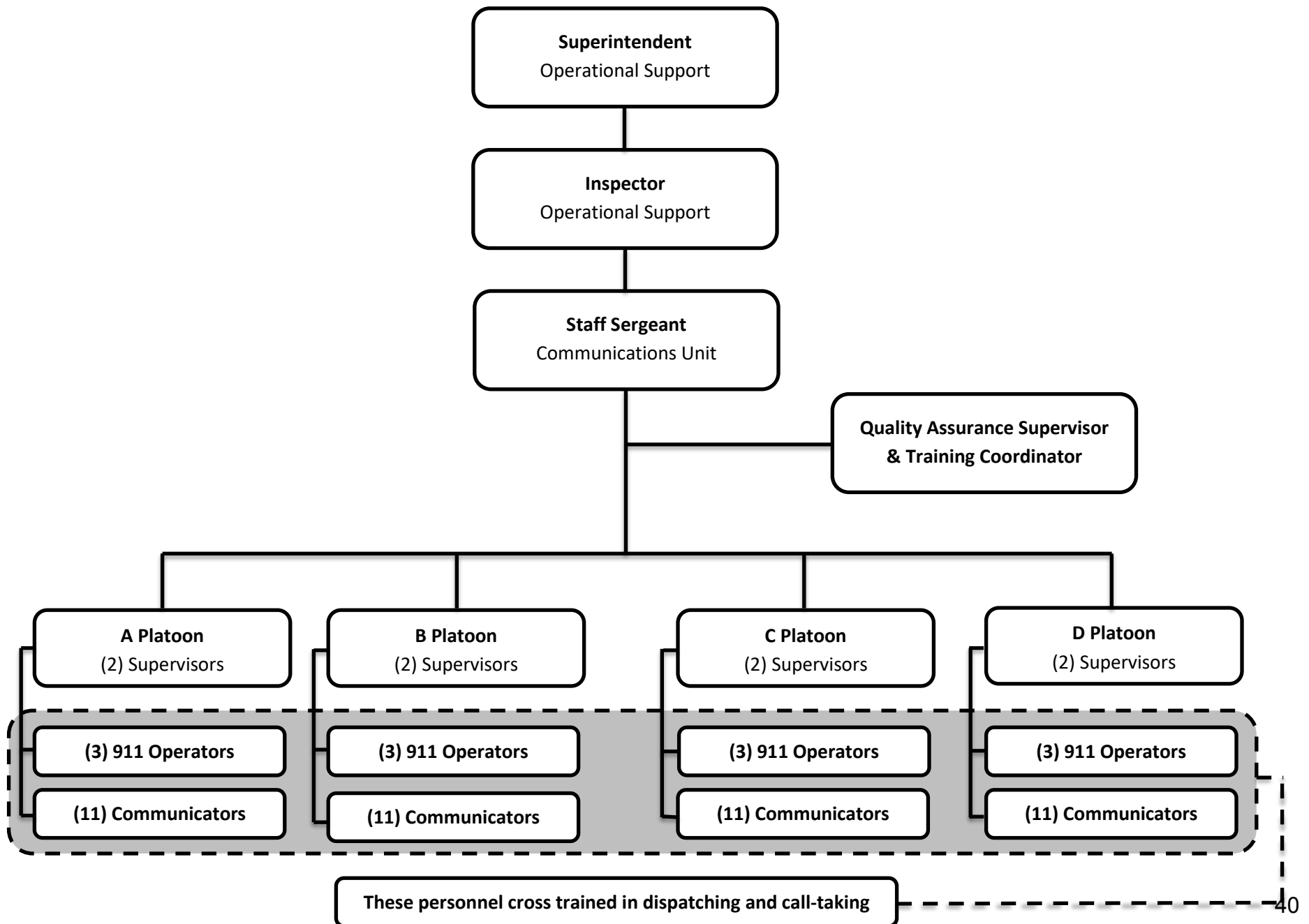
Submitted by:

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

Appendices

Appendix 1 Communications Unit Organizational Chart

Appendix 1 - Communications Unit Organizational Chart





NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Annual Report – Supervision – January 1 to December 31, 2020
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2021-11-08

Recommendation(s)

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

Key Facts

- Section 29 of the Adequacy Standards Regulation requires a Police Services Board to have a policy on supervision.
- In compliance with the legislation, the Regional Municipality of Niagara Police Services Board implemented policy as detailed within Board By-Law No. 217-2000 LE-025.
- Section 5 of the by-law directs the Chief to make a written report to the Board on or before August 30 of every year in respect to supervision. This report will contain:
 - a) a summary of the written procedures regarding supervision; and
 - b) the status of Service compliance with the said procedures

Financial Considerations

No costs are associated with the receipt of this report.

Analysis

The Chain of Command

General Order 067.09 entitled “Organizational Structure,” details the organizational structure of the Niagara Regional Police Service. The organizational chart attached to the Order simplifies this structure.

Section 3.5 specifies the chain of command for members in an operational capacity as follows:

- (a) Chief of Police;
- (b) Deputy Chief of Police – Operational Services;
- (c) Superintendent;

- (d) Inspector;
- (e) Staff Sergeant;
- (f) Sergeant.

Section 3.7 specifies the chain of command for members in a non-operational capacity as follows:

- (a) Chief of Police;
- (b) Deputy Chief of Police – Support Services;
- (c) Director;
- (d) Manager; and
- (e) Coordinator/Supervisor.

The General Order also serves to outline various reporting responsibilities in regard to:

- normal day-to-day operations, reporting, and supervision;
- situations where command members are absent or otherwise not available due to unforeseen circumstances;
- the absence of command officers where Inspectors assigned to the Duty Office are responsible for "the command, control, and co-ordination of all areas of the Service."

Front Line Supervision

Supervisors on the front line include Sergeants, Staff Sergeants, and Inspectors. These ranks form the backbone of supervision for the more than three hundred officers who work under them. Each of these three levels of supervision has a unique and important role to fill with respect to the delivery of policing services.

Sergeants: Forty (40) Sergeants are authorized to operate on front line platoons. This group is the largest and most influential complement of supervisors in the Service. These officers work shifts alongside front line constables, providing immediate and direct supervision on a twenty-four-hour basis. Patrol Sergeant duties include briefing officers before shift, preparing duty rosters, managing overtime, monitoring and directing response to calls for service, providing backup for constables, responding to calls for service, and generally ensuring that Service policy is followed during operations. They also have frequent contact with members of the community and are available to address concerns when the presence of a supervisor is requested.

In smaller districts (Fort Erie, Port Colborne, Grimsby), the front line Sergeant is the Platoon Commander. On night shift and on weekends a Sergeant is the highest-level supervisor assigned to the district.

Staff Sergeants: Fifteen (15) Uniform Staff Sergeants provide a bridge between the frontline officer and senior managers. This rank provides balance in mid-level supervision; it has sufficient weight to carry the post of District Commander, yet still allows for direct supervision with respect to operations at the platoon level.

In the larger districts (St. Catharines, Niagara Falls, and Welland), the Staff Sergeant functions as the Platoon Commander, providing supervision for Sergeants and Constables, while working closely with District Commanders (Inspectors). Staff Sergeant duties (for St. Catharines, Niagara Falls, and Welland) include commanding platoons, managing front desk personnel, handling overtime, fielding public complaints, assessing member job performance and reviewing reports and crown briefs.

In smaller districts (Fort Erie, Port Colborne, Grimsby) the Staff Sergeant fulfills the responsibility of the Divisional Commander. In this capacity, the Staff Sergeant assumes a challenging role, with all of the public and administrative duties that it entails.

Duty Inspectors: Four (4) Duty Inspectors are the highest-ranking officer working front line duties. Working from the Service's headquarters and utilizing a marked patrol vehicle when in the field, the Duty Inspector oversees operations across the entire Region. This officer provides senior management supervision during a night shift and assumes the initial role of incident commander during serious occurrences, until relieved by a Critical Incident Commander.

The Duty Office

General Order 181.05, entitled "Duty Office," provides for "senior management support... at all times to members of this Service."

Section 3.2 and 3.3 serve to detail both the general and specific responsibilities of the Duty Officer, which include:

- (a) while on duty and in the absence of other senior officers, ensuring that Uniform Patrol and other Units are properly supervised and that there is an appropriate police response to calls for service;
- (b) ensuring that members are performing their duties in accordance with existing rules, regulations and policies of the Service. Where deficiencies are found, take corrective action through liaison with supervisors, district and/or unit commanders, unless circumstances demand immediate personal intervention;
- (c) attending the scene of incidents where, in their judgment, attendance of the Duty Officer is required to ensure that an adequate level of police service is being rendered;
- (d) reporting on a daily basis to the Superintendent in charge as to their activities and any deficiencies found, recommendations, or corrective action taken during each tour of duty;

-
- (e) in the absence of the Media Relations Officer, liaising, as necessary, with the media for the purposes of the release of information regarding newsworthy incidents;
 - (f) performing the duties as required by General Orders, such as those involving pursuits, missing persons, and returning persons on warrants held by the Service;
 - (g) visiting each District on a regular basis and liaising with front line supervisors;
 - (h) attending uniform and specialized unit briefings and performing inspections of personnel and equipment and maintaining a log;
 - (i) ensuring responsibilities as directed by the Chief of Police are met;
 - (j) ensuring where appropriate that all reporting of incidents as required in General Orders to Senior Staff up to and including the Chief of Police are met;
 - (k) suspension of members (**Note:** suspensions of members will be performed by a confirmed Senior Officer only);
 - (l) arbitration of staffing issues;
 - (m) providing counseling, guidance, and discipline to members where such action is necessary;
 - (n) ensuring that Uniform Supervisors are attending the scene of incidents as set out in specific General Orders;
 - (o) understanding that Duty Officers are subject to operational call response in emergency situations subject to the exigencies of the Service, they will attend community meetings and other special events or functions as a representative of senior management and the Chief;
 - (p) performing other duties as directed; and,
 - (q) when an incident falls within the mandate of the Special Investigations Unit (SIU), refer to General Order 079, Special Investigations Unit.

Supervisor Responsibilities

Section 3.4 states the District Uniform Staff Sergeant, Communication's Supervisor, and Sergeant in charge of the station will ensure that the Duty Officer, when on duty, is notified of all major incidents or other matters required by General Order or requiring the attention of a senior officer.

Requirements of the Chief of Police

Section 1.4 Subsection (a) of By-Law 217-2000 requires the Chief of Police, "Ensure that there is supervision available to members of the police force twenty-four hours a day."

The current shift system and authorized staffing levels ensures that there are three (3) Uniform Staff Sergeants and at least ten (10) Sergeants on duty 24 hours a day, seven days a week.

Section 1.4, subsection (b) of By-Law 217-2000 requires that the Chief of Police:

“Establish procedures and processes on supervision, including setting out circumstances where a supervisor must be contacted and when a supervisor must be present at an incident.”

Service General Orders outline the circumstances that demand the notification of, report to or attendance of a supervisor. Further, such orders list the individual responsibilities of the pertinent supervisor.

Section 1.4 Subsection (c) of By-Law 217-2000 requires the Chief of Police to: “Ensure that the police force's supervisors have the knowledge, skills, and abilities to supervise.”

This requirement has been satisfied through the implementation of policy and procedure relating to the selection of supervisors. These processes are detailed in the following general orders:

- (i) Uniform Promotion System: G.O. 105.12
- (ii) Uniform Senior Officer Selection Process: G.O. 233.04

With respect to the Uniform promotion system, a qualifying examination relating to one's knowledge of legislation, community policing and the principles of effective supervision and management must be successfully completed. Further, an additional examination designed to test the officer's knowledge of specific General Orders, must also be successfully completed before a member can fulfill the role of either a Sergeant or a Staff Sergeant in an acting capacity. Prior to consideration for promotion, a member must be qualified to act in the rank sought.

The promotional system strives to ensure that those members identified for promotion are the most qualified. This usually entails a three level process beyond the qualifying exam whereby the pertinent skills are analyzed and graded.

To ensure that members have the required knowledge, skills, and abilities to supervise beyond their selection, several training and career development requirements have been implemented;

- 1) The Career Development office was instituted to ensure timely training and assignment of individuals to gain experience and knowledge.
- 2) The Training Unit oversees selection of candidates for supervisory courses in other institutions.
- 3) Upon successfully completing the qualifying written examinations for a supervisory position, a member is permitted to engage in supervisory duties of the rank above in an acting capacity. This allows the candidate to develop the skills of that position and allows for evaluation of the candidate for promotion potential.

2020 Year at a Glance

2020 saw a significant transition in Leadership.

The 2020 anticipated promotional opportunities for Sergeant and Staff Sergeant were eight (8) vacancies for Sergeant and five (5) vacancies for Staff Sergeant. However, by the end of 2020, fourteen (14) members were promoted to the rank of Sergeant and eight (8) members were promoted to the rank of Staff Sergeant.

In the Senior Officer rank, three (3) members were promoted to the rank of Inspector and two (2) members were promoted to the rank of Superintendent.

The role of the supervisor is crucial to ensure the delivery of adequate and effective policing services to our communities. By selecting capable people to provide leadership and guidance; and providing them with tools and measurements to assess performance and ensure accountability, the Service will be in a position to meet the challenges associated with a changing demographic profile.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Niagara Regional Police Service Board By-Laws, Board By-Law No. 217-2000 LE-025, and maintain compliance with Section 29 of the Adequacy Standards Regulation that requires a Police Services Board to have a policy on supervision.

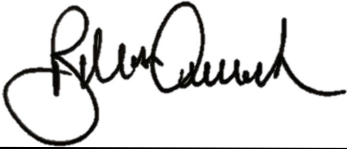
Relevant Policy Considerations

By-Law 217-2000: A By-Law Respecting Supervision (LE-025)
Policing Standards Manual: Supervision (LE-025)
General Order 067.09: Organizational Structure
General Order 181.05: Duty Office
General Order 222.04: Workplace Violence
General Order 028.12: Sudden Death and Homicide
General Order 105.12: Uniform Promotion System
General Order 233.04: Uniform Senior Officer Selection Process

Other Pertinent Reports

163/2019 Annual Report – Supervision – January 1 to December 31, 2019

This report was prepared by Detective Sergeant Sarah Rose #9989 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

Subject: Financial Variance Overview for the Period Ending Sept. 30, 2021
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2021-11-09

Recommendation(s)

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

Key Facts

- The purpose of the report is to provide an analysis of the 2021 Q3 financial results and year end forecast of the Service and Board as per the Financial Reporting, Control and Procurement of Goods and Services By-Law 384-2019.
- For the period ending September 30, 2021, the Service and Board have a combined net expenditure before indirect allocations surplus of \$1,856,534.
- Based on the results for the nine-month period and the estimated financial impact of the COVID-19 emergency orders, the Service is forecasting a deficit of \$0.5 million by the end of this fiscal year.
- The forecasted incremental net cost resulting from the COVID-19 pandemic is \$3.6 million. The Region will fund the lost revenue from the City of Niagara Falls, which has been conservatively forecasted at \$3.3 million, with Safe Restart funds currently held in the Region’s Taxpayer Relief Reserve Fund.

Financial Considerations

There are no direct financial implications from receipt of this report.

Analysis

The quarterly variance summary provides a synopsis of the combined financial operations for the Service and the Board for the period ending September 30, 2021, including net COVID unbudgeted costs.

As detailed in Appendix 1, for the period ending September 30, 2021, the Service and Board have a combined net expenditure before indirect allocations surplus of \$1,856,534. Based on third quarter results and other known pressures, the Service is forecasting a deficit of \$0.5 million by the end of this fiscal year.

The table below summarizes the year-end deficit forecasted based on September 30, 2021, results and known pressures.

Forecast Surplus/ (Deficit) by Activity:	\$ In Million	\$ In Million
Normal Operations		(\$0.2)
Covid-19 Costs:		
Net COVID-19 Costs	(3.6)	
COVID-19 Funding from Region Taxpayer Relief Reserve	3.3	(0.3)
Net Surplus/ (Deficit) Expenditure before Indirect Allocation		(\$0.5)

The Service will closely monitor the expenditures for the remaining quarter and develop mitigation strategies to offset the forecasted deficit from normal operations and COVID-19 expenditures. In the event, the COVID-19 costs cannot not be mitigated, a request to the Region will be made to consider funding this deficit with additional Safe Restart funding if such funds are available.

COVID-19 Costs:

In March 2020, in response to the growing COVID-19 pandemic, the Service initiated the Pandemic Business Continuity Plan to support the emergency orders mandated by government and health agencies. Activities included the purchase of additional and alternative infection control supplies and personal protective equipment (PPE), introduction of social distancing protocols, and introduction of administrative leave for identified members out of the workplace due to COVID-19 related restrictions.

The Region applied for Phase 1 and Phase 2 of the Safe Restart Agreement Program from the Ontario government to help offset the operating costs and pressures incurred due to COVID-19. The application included the Service's COVID-19 expenditures.

In 2020, the Region received \$12.185 million in Phase 1 funding, as well as \$6.743 million in Phase 2 funding. Although the Safe Restart funds were not directly allocated to the Region's Agencies, Boards, and Commissions (ABCs), the 2020 Service deficit was absorbed within the Region's consolidated net surplus. This net surplus included the Safe Restart funding, and the excess was transferred to the Region's Taxpayer Relief Reserve Fund to mitigate future COVID-19 cost pressures.

As of September 30, 2021, the net incremental costs related to COVID-19 is \$2,701,544. Included in this cost is the loss of the OLG transfer payments from the City of Niagara Falls of \$2,450,000. The remaining costs include personnel costs specific to COVID-19 activities and supply costs.

On July 23, 2021, Niagara Casinos resumed operations at reduced capacity. At the time of this report, the Region has agreed to fund the lost revenue from the City of Niagara

Falls resulting from Casino closures using Safe Restart funding currently held within the Region's Taxpayer Relief Reserve Fund. This lost revenue has been forecasted at \$3.3 million. The remaining forecasted COVID-19 costs of \$0.3 million are associated to purchases of personal protective equipment, supplies for decontamination of vehicles and surface areas and replacement cost for staff on administrative leave. Once final year end results are known, then Region staff will consider providing additional COVID-19 Safe Restart funding to assist all expenses incurred as a result of COVID-19.

A financial impact summary, which includes supported salary costs, incremental direct costs, as well as savings because of mitigation strategies implemented by the Service for the period ending on September 30, 2021, as well as the year end forecast, is provided in Appendix 2.

The following variance analysis provides a synopsis of the financial activity within each object of expenditure as reported in Appendix 3.

Compensation:

For the period ending September 30, compensation costs were below the approved budget by \$440,285, which represents 0.4% of the total compensation budget. This favorable variance is the result of savings realized within uniform salaries due to hiring lags from vacant positions. These savings are partially offset by increased spending in civilian salaries to backfill operationally essential positions, increased spending on employer-provided health benefits as well as current WSIB claims experience.

The incremental unbudgeted cost impact on compensation attributable to COVID-19 is \$235,087. These costs were incurred to replace members off on administrative leave based on Public Health recommendations, as well as overtime for COVID-19 specific events.

The Service is forecasting the year end results for compensation to be over budget by \$1.25 million inclusive of COVID-19 costs. There are three main contributing factors from normal activities which have led to this unfavorable position. Firstly, after the close of the September general ledger, staff were notified of the results of a civilian job reevaluation involving multi-incumbents that will have a significant impact on the Services' year-end financial position. Secondly, civilian replacement costs for operationally essential positions will continue to be over budget levels to year end. Lastly, WSIB and Health & Dental costs from increasing claims experience are expected to continue to impact the year end position. These forecasted costs over budget are partially offset by uniform salary savings from lags due to the replacement of vacant positions; however, these savings in uniform salaries are carried forward from the first two quarters of the year as uniform salaries was on budget in the third quarter period.

Administrative:

For the period ending September 30, administrative costs were below the approved budget by \$568,958, which represents 19.1% of the total administrative budget. This favorable variance is the result of timing of expenditures related to consulting services and legal expenses. In addition, COVID-19 related savings in staff development from reduced travel and cancelled events, conferences, and training sessions.

Based on year-to-date results, the Service is forecasting administrative costs to be under budget by approximately \$0.5 million by year-end inclusive of COVID costs. This forecasted favorable position is anticipated because of reduced attendance at staff development events for the remainder of the year.

Operational and Supply:

For the period ending September 30, operational and supply costs were above the approved budget by \$77,616, which represents 4.1% of the total operational and supply budget. The unfavorable variance arises from expenses incurred in the course of ongoing special investigations but is offset by savings realized within program specific supplies and expenses due to timing.

Also included in operational and supply are COVID-19 supply costs for signage, disinfectant, and decontamination.

Based on year-to-date results, the Service is forecasting operational and supply costs to remain at the current over budget position of \$0.1 million.

Occupancy and Infrastructure:

For the period ending September 30, occupancy and infrastructure costs were below the approved budget by \$142,025, which represents 52.0% of the total occupancy and infrastructure budget. This favorable variance is the result of savings in leases and minor building renovations due to the timing of projects completed during the year.

Based on year-to-date results, the Service is forecasting occupancy and infrastructure costs to remain at current favorable position of \$0.1 million.

Equipment, Vehicles and Technology:

For the period ending September 30, equipment, vehicles, and technology costs were below the approved budget by \$430,706, which represents 7.9% of the total equipment, vehicles, and technology budget. This favorable variance is mainly due to the timing of purchases in minor machinery and equipment, office furniture and maintenance contracts.

Based on year-to-date results, the Service is forecasting equipment, vehicles, and technology costs to be under budget by approximately \$0.4 million by year-end based on savings related to a delay in the implementation of software license agreements, to reduced vehicle maintenance and parts purchases and equipment leases.

Intercompany Charges and Reserve Transfers:

The Q1 loss of revenue from the Casino closures of \$1,050,000 was offset by a contribution from the Region's Taxpayer Relief reserve fund; this was included in the 2021 budget. The 2021 budget anticipated a reopening of the Casino's by April 2021; however, this did not occur until late July. Therefore, the Service continued to experience loss of Casino revenue for an additional period of four months, April to July, which was offset by additional COVID-19 Safe Restart funds provided by the Provincial Government to the Region. The September 30, 2021, results include total contributions from the Safe Restart funding totalling \$2,450,000, which represents the Casino revenue shortfall from January to July. The Service billed the City of Niagara Falls for the period of August to September. Preliminary discussions with the City of Niagara staff have indicated the Service should expect to receive a reduced revenue allotment, because actual revenues are anticipated to be below pre-COVID levels for 2021.

Based on this information, the Service has been advised by the Region that it will continue to cover the revenue shortfall with a contribution from the Region's Taxpayer Relief Reserve Fund. At this time, the forecasted contributions from reserve to offset the Casino revenue shortfall for 2021 is estimated at \$3.3 million.

Revenues & Recoveries:

For the period ending September 30, revenues and recoveries were above the approved budget by \$570,170, which represents 5.5% of the total revenues and recoveries budget. This variance is mainly the recognition of revenue for the period of August and September billed to the City of Niagara Falls for the Service's share of OLG transfer payments, whereas the budget for this period is reported within the Intercompany Charges.

The favourable variance reported is partially offset by lower than budgeted grant revenues for the Court Security and Prisoner Transportation (CSPT) annual funding allotment for the 2021 year, which resulted in an annual reduction of \$133,954 from the previous year. In addition, fees for services are below budget levels mainly for revenues received for providing background checks to the public.

Based on year-to-date results, the Service is forecasting revenues and recoveries to remain at the current level above budget by approximately \$0.6 million by year-end. This is mainly an estimate of the potential revenue to be received by the City of Niagara Falls.

Conclusion:

The detailed variance analysis has been prepared based on results of operations as of September 30, 2021, and on information received post results. The Service is forecasting a deficit position of \$0.5M by year end. Currently, the Service is closely monitoring the expenditures in the last quarter of the year and where possible, will identify any mitigation opportunities available.

Alternatives Reviewed

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

Relationship to Police Service/Board Strategic Priorities

To ensure compliance to the Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service By-Law 384-2019.

Relevant Policy Considerations

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all of the expenditures and revenues for the taxation year.
- Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service By-Law 384-2019.

Other Pertinent Reports

- 2021/05/20 Public 7.3 – Financial Variance Report – January 1 to March 31, 2021
- 2021/09/23 Public 7.6 – Financial Variance Report – January 1 to June 30, 2021

This report was prepared by Curtis Custers, Financial Analyst, in consultation with Laura Rullo, Manager, Finance, reviewed by Chris Healey, Acting Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



Submitted by:

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

Appendices

- Appendix 1 2021 Operating Statement of Revenue and Expenses
- Appendix 2 COVID-19 Pandemic Financial Impact for Period Ending Sept. 30, 2021
- Appendix 3 2021 Operating Statement by Object of Expenditure

Niagara Regional Police Service and Board
Appendix 1: 2021 Operating Statement of Revenue and Expenses

	2020 Jan. - Sept. Actual	2021 Jan. - Sept. Actual	2021 Jan. - Sept. Budget	Variance Surplus / (Deficit)	%	2020 Full Year Actual	2021 Annual Forecast	2021 Annual Budget	Forecast vs Budget	%
Gross Expenditures										
Compensation	113,255,367	120,634,092	121,074,377	440,285	0.4%	154,297,907	164,718,515	163,468,447	(1,250,068)	(0.8%)
Administrative	2,562,014	2,408,789	2,977,747	568,958	19.1%	3,540,769	3,473,730	3,970,086	496,356	12.5%
Operational & Supply	2,168,895	1,975,105	1,897,490	(77,616)	(4.1%)	2,622,415	2,543,220	2,446,553	(96,667)	(4.0%)
Occupancy & Infrastructure	207,709	130,906	272,931	142,025	52.0%	266,688	229,858	363,898	134,040	36.8%
Equipment, Vehicles & Technology	5,032,033	5,011,158	5,441,864	430,706	7.9%	6,646,388	6,814,165	7,224,642	410,477	5.7%
Financial Expenditures	(206)	(5,091)	72	5,163	7170.2%	5,696	100	100	-	0.0%
Intercompany Charges	(1,041,680)	(3,960,242)	(3,133,398)	826,844	(26.4%)	(1,407,385)	(4,799,962)	(4,527,873)	272,089	(6.0%)
Transfers To/From Reserve Funds	2,850,000	2,182,500	1,132,500	(1,050,000)	(92.7%)	2,828,666	2,910,000	1,860,000	(1,050,000)	(56.5%)
	125,034,131	128,377,218	129,663,583	1,286,365	1.0%	168,801,144	175,889,626	174,805,853	(1,083,773)	-0.6%
Revenues										
Provincial Grants	(7,238,194)	(7,071,824)	(7,182,793)	(110,969)	1.5%	(9,641,503)	(9,408,945)	(9,546,055)	(137,111)	1.4%
Fees for Service	(1,900,249)	(1,946,665)	(1,323,887)	622,778	(47.0%)	(2,176,514)	(2,428,380)	(1,731,500)	696,880	(40.3%)
Other Revenues	(1,635,010)	(1,909,562)	(1,851,201)	58,361	(3.2%)	(2,241,415)	(2,525,837)	(2,468,256)	57,580	(2.3%)
	(10,773,453)	(10,928,050)	(10,357,881)	570,170	(5.5%)	(14,059,432)	(14,363,161)	(13,745,812)	617,349	(4.5%)
Net Expenditures Before Indirect Allocations	\$ 114,260,678	\$ 117,449,168	\$ 119,305,702	\$ 1,856,534	1.6%	\$ 154,741,712	\$ 161,526,465	\$ 161,060,041	\$ (466,424)	(0.3%)

Appendix 2: COVID-19 Pandemic Financial Impact for Period Ending September 30, 2021

	Expenses as of Date	Expenses Incurred to Date	Forecast
Salary Costs Supported by Approved Operating Budget			
1. Permanent Members on Administrative Leave	October 2	597,226	652,726
2. Members on Rotating Shifts	October 2	-	-
Associated Benefit Costs	October 2	160,056	174,930
Salary Costs Supported by Approved Operating Budget		757,282	827,656
Incremental Direct Costs related to COVID-19			
2. Personnel Costs Specific to COVID-19 Activities	October 2	235,087	247,767
3. Other Supply Costs	September 30	208,327	266,502
4a. Lost Revenue - Casino Closure	September 30	2,450,000	3,325,000
4b. Lost Revenue - Other Revenue	September 30	115,101	178,398
Total - Incremental Direct Costs related to COVID-19		3,008,515	4,017,667
5. Savings Related to COVID-19			
	September 30	(306,971)	(395,320)
Total Net Costs related to COVID-19		3,458,826	4,450,003
Less Salary Costs Supported by Approved Operating Budget		(757,282)	(827,656)
Net Incremental Costs related to COVID-19		2,701,544	3,622,347

Statement Notes

1. Permanent member on administrative leave due to COVID-19 restrictions where possible these members are working from home and are only replaced when operationally essential.
2. Positions identified where working from home is not possible and rotating shifts were implemented to support COVID-19 restrictions.
3. Includes the purchase of additional and alternative infection control supplies, personal protective equipment and other costs resulting from implementation of COVID-19 measures.
- 4a. Anticipated loss of third party revenues; \$3.3M from City of Niagara Falls OLG Transfer Payments. Q1 lost revenue of \$1.05M was approved in the 2021 operating budget to be funded through the Region's Taxpayer Relief Reserve Fund.
- 4b. Anticipated loss of third party revenues; special duty and fees for services in Records Unit.
5. Savings realized from cancelation of conference/workshop including travel related costs, special duty labor costs and administrative travel and meal expenses.

Niagara Regional Police Service and Board
Appendix 3: 2021 Operating Statement By Object of Expenditure

	2020 Jan. - Sept. Actual	2021 Jan. - Sept. Actual	2021 Jan. - Sept. Budget	Variance Surplus / (Deficit)	%	2020 Full Year Actual	2021 Annual Forecast	2021 Annual Budget	Forecast vs Budget	%
Gross Expenditures										
Compensation										
Uniform Salaries & Wages	63,765,432	68,561,257	69,128,701	567,445	0.8%	86,771,506	91,742,824	92,795,979	1,053,155	1.1%
Civilian Salaries & Wages	23,586,537	24,473,563	24,172,751	(300,813)	(1.2%)	31,900,210	33,556,053	32,392,555	(1,163,498)	(3.6%)
Benefits & WSIB	23,983,639	25,956,839	26,110,506	153,666	0.6%	31,547,812	35,070,278	33,999,121	(1,071,157)	(3.2%)
Additional Compensation	788,646	709,550	700,677	(8,873)	(1.3%)	2,890,095	3,094,879	3,026,542	(68,337)	(2.3%)
Special Duty	173,012	450,090	415,742	(34,348)	(8.3%)	231,032	526,481	526,250	(231)	(0.0%)
Sick Leave Payout	958,102	482,792	546,000	63,208	11.6%	957,252	728,000	728,000	-	0.0%
	113,255,367	120,634,092	121,074,377	440,285	0.4%	154,297,907	164,718,515	163,468,447	(1,250,068)	(0.8%)
Administrative										
External Professional Services	718,876	573,786	761,556	187,770	24.7%	1,082,848	1,014,326	1,015,400	1,074	0.1%
Staff Development	474,741	528,674	795,258	266,584	33.5%	703,602	754,258	1,060,283	306,025	28.9%
Office, Advertising, Travel	403,070	327,895	442,135	114,240	25.8%	501,805	446,482	589,430	142,948	24.3%
Telephone & Communications	681,651	687,204	681,645	(5,559)	(0.8%)	889,152	908,668	908,823	155	0.0%
Licensing & Permits	86,838	114,968	86,652	(28,316)	(32.7%)	116,938	131,000	115,531	(15,469)	(13.4%)
Employee Medicals	108,824	91,105	116,991	25,886	22.1%	151,271	121,473	155,989	34,516	22.1%
General Administrative Costs	88,014	85,157	93,510	8,352	8.9%	95,153	97,523	124,630	27,107	21.8%
	2,562,014	2,408,789	2,977,747	568,958	19.1%	3,540,769	3,473,730	3,970,086	496,356	12.5%
Operational & Supply										
Program Specific Supplies & Materials	962,415	777,141	918,901	141,759	15.4%	992,431	1,068,510	1,141,843	73,333	6.4%
Uniforms	548,762	544,837	543,115	(1,722)	(0.3%)	849,482	724,070	724,070	-	0.0%
Investigation Expense	620,937	612,433	386,585	(225,848)	(58.4%)	715,858	685,450	515,450	(170,000)	(33.0%)
Other Expenses	36,781	40,694	48,890	8,196	16.8%	64,643	65,190	65,190	-	0.0%
	2,168,895	1,975,105	1,897,490	(77,616)	(4.1%)	2,622,415	2,543,220	2,446,553	(96,667)	(4.0%)
Occupancy & Infrastructure										
Property Leases	92,294	82,743	128,773	46,030	35.8%	109,435	117,009	171,698	54,689	31.9%
Property & Infrastructure Maintenance	115,415	48,163	144,158	95,994	66.6%	157,253	112,849	192,200	79,351	41.3%
	207,709	130,906	272,931	142,025	52.0%	266,688	229,858	363,898	134,040	36.8%
Equipment, Vehicles & Technology										
Minor Equipment & Equipment Maintenance	1,457,560	1,393,985	1,561,686	167,701	10.7%	1,968,118	1,956,619	2,065,677	109,058	5.3%
Gasoline	863,908	1,103,944	1,045,350	(58,594)	(5.6%)	1,150,208	1,489,762	1,393,800	(95,962)	(6.9%)
Vehicle Maintenance	1,044,093	850,777	1,077,975	227,198	21.1%	1,393,521	1,151,181	1,437,300	286,119	19.9%
Computer Licences & Support	1,666,472	1,662,452	1,756,853	94,401	5.4%	2,134,541	2,216,603	2,327,866	111,263	4.8%
	5,032,033	5,011,158	5,441,864	430,706	7.9%	6,646,388	6,814,165	7,224,642	410,477	5.7%
Financial Expenditures	(206)	(5,091)	72	5,163	7170.2%	5,696	100	100	-	0.0%
Intercompany Charges	(1,041,680)	(3,960,242)	(3,133,398)	826,844	(26.4%)	(1,407,385)	(4,799,962)	(4,527,873)	272,089	(6.0%)
Transfers To/From Reserve Funds	2,850,000	2,182,500	1,132,500	(1,050,000)	(92.7%)	2,828,666	2,910,000	1,860,000	(1,050,000)	(56.5%)
Total - Gross Expenditures	125,034,131	128,377,218	129,663,583	1,286,365	1.0%	168,801,144	175,889,626	174,805,853	(1,083,773)	(0.6%)
Revenues										
Provincial Grant Funding	(7,238,194)	(7,071,824)	(7,182,793)	(110,969)	1.5%	(9,641,503)	(9,408,945)	(9,546,055)	(137,111)	1.4%
Fees For Service	(1,900,249)	(1,946,665)	(1,323,887)	622,778	(47.0%)	(2,176,514)	(2,428,380)	(1,731,500)	696,880	(40.3%)
Other Revenue	(1,635,010)	(1,909,562)	(1,851,201)	58,361	(3.2%)	(2,241,415)	(2,525,837)	(2,468,256)	57,580	(2.3%)
Total - Revenues	(10,773,453)	(10,928,050)	(10,357,881)	570,170	(5.5%)	(14,059,432)	(14,363,161)	(13,745,812)	617,349	(4.5%)
Net Expenditures Before Indirect Allocations	\$ 114,260,678	\$ 117,449,168	\$ 119,305,702	\$ 1,856,534	1.6%	\$ 154,741,712	\$ 161,526,465	\$ 161,060,041	\$ (466,424)	(0.3%)



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Niagara Regional Police Service – Ongoing COVID-19 Pandemic
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2021-11-25

Recommendation(s)

That the Niagara Police Services Board (the Board) receive this report respecting the Niagara Regional Police Service (the Service) 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 seasonal 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 17th EMCPA declaration by the Provincial Government, the Service had already activated a Pandemic Business Continuity Committee consisting of members from disciplines throughout the Service, including a member of the Niagara Regional Police Association. The Committee, which meets regularly or when necessary, updated the Services Pandemic Business Continuity Plan, which serves as a blueprint for the Service's response to the ever-evolving pandemic.
- On April 23, 2020, the Board 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 Service, and actions taken to mitigate risks.

Financial Considerations

- None

Analysis

The Service 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 a Board report for the October 28, 2021, monthly meeting, the Niagara Region was and continues to be in Step Three of the three-step “Roadmap to Reopen” plan established by the provincial government.

On November 6, 2021, the provincial government expanded eligibility for booster doses of the COVID-19 vaccine to address groups of high-risk individuals. This included front-line Police Officers and Special Constables who regularly attend medical calls for service as part of their regular duties. The third dose can be received 6 months after receiving the second dose.

Over the past few months, various public and private sector agencies throughout the province have instituted COVID-19 vaccine policies for their employees and workplaces, and in some cases, vaccination policies in relation to the clientele they serve. The Service continues to assess the viability of a vaccination policy for its members, while monitoring the efficacy that such policies have had on increasing vaccination coverage, protecting the health and safety of employees and clientele from the COVID-19 virus, and preventing disruption within the workplace.

As has been the case throughout the pandemic, the Service will continue to maintain an open line of communication and involvement with the Niagara Region Police Association and the Senior Officer’s Association on this matter. Included in these considerations and discussions will be the vaccine passport legislation recently mandated by the Provincial government and the impact on our employees both within Service facilities and other locations where members may be required to attend.

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 continues to maintain existing safety measures in the workplace. This includes physical distancing requirements, daily use of the member self-screening tool, proper sanitizing of workstations, and the appropriate use of PPE, including the wearing of surgical masks within all police facilities.

On November 17, 2021, the Service was advised of another member testing positive for COVID-19. To date, the Service has had 32 members who tested positive for COVID-19. This number 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. It is worth noting that from the onset of the pandemic, there has not been a single case of the virus being transmitted within the workplace.

The Service's Pandemic Business Continuity Committee continues to meet regularly to evaluate and determine how to adapt to the continuously changing restrictions. The Service continues to be vigilant and methodical in its approach to ensure the safety of all 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 Service to date has issued 192 Provincial Offence Notices for failing to comply with Orders. Additionally, 392 Quarantine Act charges have been issued when members are 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 in non-compliance with the Act. Further, the Service has received a total of 3,098 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.

In terms of calls for service, the last two months has been trending slightly above pre-pandemic levels. Calls for service for the month of September 2021 increased 11% over 2019 and 17% over 2020 data. Similarly, October 2021 calls for service witnessed a 14% increase above 2019 and a 22% increase over 2020. There was 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 136 Service wide email messages as it pertains to COVID-19 and will continue to do so as the situation evolves.

Members of the Service, both 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 Service 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 members and members of the public.

Relevant Policy Considerations

Not Applicable

Other Pertinent Reports

Not applicable.

This report was prepared by Shaun Parrent, Acting Inspector, Chief's Office and reviewed by Bryan MacCulloch, Chief of Police.

Ci 

Submitted by:

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

Appendices – N/A



NIAGARA REGIONAL POLICE SERVICE

2022-2025 Strategic Plan





MISSION STATEMENT

The Niagara Regional Police Service is dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara.

In partnership with the community, we shall provide quality policing services with integrity, diligence, and sensitivity.



ABOUT THIS PUBLICATION

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Message from the Chair of the Police Services Board



On behalf of my colleagues on the Board, I am pleased to present the Police Services Board's 2022 – 2025 Strategic Plan for the Niagara Regional Police Service.

As the civilian governing body that oversees the Niagara Regional Police Service, we are mandated to develop a Strategic Plan, which sets the framework and clear direction for the Niagara Regional Police over the next four years.

The Strategic Plan was developed in partnership with the community, Niagara Regional Police Service members, and the Police Services Board. The Plan places an emphasis on public safety, community engagement and collaboration, continued improvements, and organizational continuity, as well as member wellness and resiliency. It also reinforces the Police Services Board and Niagara Regional Police Service's ongoing commitment to ensuring accountability, equity and inclusivity, and fiscal responsibility. The Plan communicates the organization's dedication to systemic and organizational change to ensure we meet the changing needs of the community, the Niagara Regional Police Service members, and to continue the modernization of service delivery.

As Board Chair, I wish to express our thanks to all those who contributed to the formulation of the current Strategic Plan, which was led by Committee Co-Chairs: Board Member Kevin Gibson and Deputy Chief of Police Bill Fordy; and supported by a working committee of 20 Service members who provided subject matter expertise in all areas of policing. Their efforts were invaluable in developing a Plan that will guide the formation of strategies and initiatives to position the Niagara Regional Police Service well into the future, ensuring operational and service excellence.

The Board looks forward to fulfilling the commitment of our new Plan and is confident that we can build on our successes to provide quality policing to the communities of the Niagara Region.

On behalf of the Niagara Police Services Board, I extend appreciation to the women and men who serve as sworn members, civilian support staff and volunteers that work together to make a positive difference in our communities.

William C. Steele



Message from the Chief of Police



It is with great pleasure that I am able to share with the members of the public and our employees the Service's 2022 – 2025 Strategic Plan. This plan provides a roadmap for many of the activities and initiatives that will keep the community safe, while ensuring that our Service works as efficiently and effectively as possible.

The Plan contains four goals with numerous objectives and multiple performance metrics attached to each. Each performance metric has corresponding measurable targets and timelines. The four goals are Public Safety, Community Engagement & Collaboration, Continuous Improvement & Organizational Continuity, and Member Wellness & Resiliency.

The development of this plan was a challenge since we were restricted to the ways that we solicit feedback from our stakeholders and partners due to the emergency measures that were put in place to limit in-person contact. The Working Committee and Senior Leadership received feedback using two virtual platforms. We consulted with our community stakeholder partners (e.g., social service agencies, first responders, elected officials, diversity and faith groups, downtown business associations, and school leaders) virtually. We also conducted a virtual telephone town hall meeting with a random sampling of Niagara residents. At the height of the meeting 4,316 Niagara residents were on the call. These two virtual platforms allowed the Service to gather community input into our Strategic Plan in a safe manner during the COVID-19 pandemic.

As the Chief of Police, I too want to echo the comments of Chair Steele and thank PSB Member Gibson and Deputy Chief of Police Bill Fordy who co-chaired the work that went into the development of the plan. I would like to thank Police Service Members of the Working Committee Team, sworn and civilian, who brought their knowledge, insights, and enthusiasm to every meeting that occurred over a nine-month period. I finally want to take the time to thank Chair Steele, the Police Services Board Members, and Staff for supporting the Service in the creation of this plan.

I am confident that this Strategic Plan effectively provides the framework for a collective commitment to providing quality policing services to the residents of Niagara.

Bryan MacCulloch, BA, MA, M.O.M.
Chief of Police



COMMITMENT TO EXCELLENCE

It is our pleasure to introduce the Niagara Regional Police Service's **2022-2025 Strategic Plan**. This Plan represents the culmination of work conducted by a cross-section of Police Services Board members, members across our Service, and the community at large. Moving forward over the next three years, the Niagara Regional Police Service will build upon the successes it has seen over the previous Strategic Plan.

The main themes associated with our goals and corresponding objectives is our belief in our commitment to community safety & well-being, an inclusive, engaged and tolerant workplace, our desire to promote community engagement, and excellence in service delivery. The Service will also continue to work towards fairness in the treatment of those we interact with, and broadening our relationships with our community partners, including diverse communities. With the collective support of the community, Police Services Board, and other stakeholders, these expectations can be realized.

The Board, in partnership with the Chief of Police, must prepare a detailed strategy for the development of the Strategic Plan, consistent with requirements of the Regulation.

AI-01, Adequacy Standards Regulation, Police Services Act

PROTOCOL WITH REGIONAL COUNCIL

The Police Services Board is required to enter into a protocol with Regional Council pursuant to Section 32(1) of the *Adequacy Standards Regulations*. This protocol must address:

- The sharing of information with council and the type of information and frequency of the sharing of such information;
- The dates which the Strategic Plan and annual report are to be provided to council;
- The responsibility for making public the Strategic Plan and Annual Report; and,
- If council chooses, jointly determining, and participating in the consultation process for the development of the Strategic Plan.

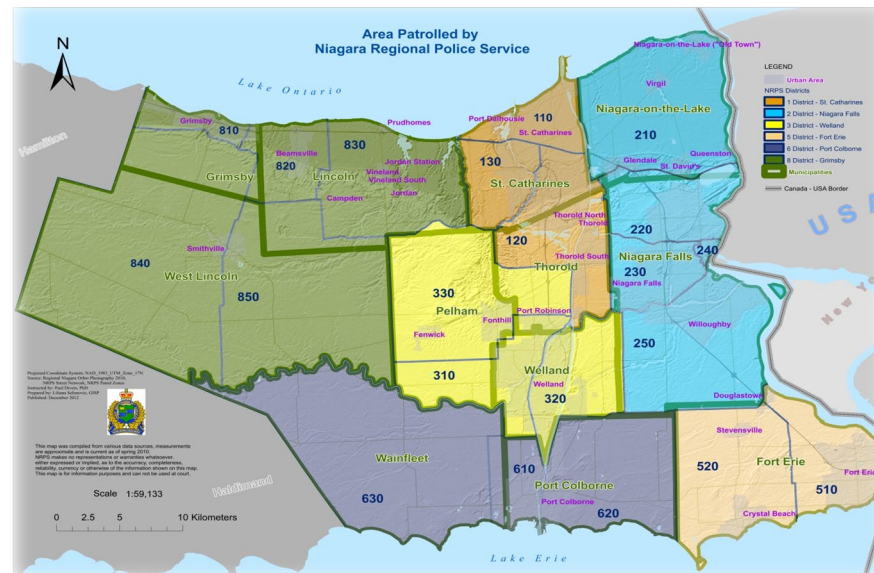
As a result, the Protocol for the Sharing of Information between the Regional Municipality of Niagara Police Services Board and the Regional Municipality of Niagara was entered into.



NIAGARA REGION

Found in Southern Ontario between two of North America's Great Lakes (Ontario and Erie), the Region is well linked to the North American marketplace through all major modes of transportation; road, water, air, and rail. The Welland Canal, which is a true tourist attraction in its own right, is also one of the major factors in Niagara's focus on transportation. New York State borders on the east. With four bridges less than an hour away from major Canadian cities such as Hamilton, Oakville, Mississauga, and Toronto, Niagara has proven to be a vital link to businesses in both the United States and Canada.

Covering 1,850 square kilometers (715 square miles), Niagara is one of the largest geographical areas policed by a municipal police service. Its 12 unique municipalities include large urban centres such as St. Catharines and Niagara Falls, as well as towns with a distinctly more rural flavour such as Wainfleet and West Lincoln. Niagara also has a total of 161 kilometers of shoreline and a total of 1,500 square kilometers of international water surrounding its borders. Based on Statistics Canada data, the estimated population at the end of 2021 was 475,986.





NIAGARA REGIONAL POLICE SERVICE

Police Services Board Approved Sworn and Civilian Staffing Complements

Sworn		Civilian	
Chief of Police	1	Director	1
Deputy Chief of Police	2	Manager	11
Superintendent	5	Civilian Personnel	307
Inspector	14		
Staff Sergeant	29		
Sergeant	112		
Constable	592		
Total	755	Total	319



STRATEGIC PLAN DEVELOPMENT

In the preparation of this plan, our strategic development initiatives included the following:

1. Internal Environmental Scan (member profile, workplace assessment, service delivery review, and a members' survey).
2. External Environmental Scan (e.g., socio-demographic profile of region, crime trends, etc.).
3. External Stakeholder Focus Groups via Microsoft Teams. *
4. Community Virtual Town Hall Meeting. *

*** Due to the COVID-19 pandemic and associated emergency measures, we were unable to meet with members of the community in-person in 2021. Instead, we requested feedback from our stakeholders and the community at-large via virtual platform technologies.**

SMART CRITERIA

The Strategic Plan Working Committee started with a vision and ideas, and gradually refined them. In doing so, we followed the SMART Criteria to develop our performance measures and targets to make sure our vision was specific and measurable

SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BOUND
CLEAR AND SPECIFIC GOALS ARE EASIER TO ACHIEVE	MEASURABLE GOALS CAN BE TRACKED, ALLOWING AN ORGANIZATION TO DETERMINE PROGRESS AND COMPLETION STATUS	ATTAINABLE GOALS ENSURE THE STEPS TO ACHIEVE THE GOAL ARE WITHIN AN ORGANIZATION'S REACH	DETERMINE IF THE GOAL IS ALIGNED WITH YOUR VALUES AND YOUR ORGANIZATIONAL PRIORITIES	EVERY GOAL NEEDS A TARGET DATE(S)



ACCOUNTABILITY, COMPLIANCE, AND COST IMPLICATIONS

As members of the Niagara Regional Police Service, we are committed to providing effective and efficient policing services to the citizens and visitors of the Niagara Region. Our business practices are guided by legislation, Police Services Act Adequacy Standards, Police Services Board bylaws, the Region's enhanced financial management system, and our own corporate policies and procedures. We recognize this important responsibility and actively work to meet expectations.

Throughout this document, the onus of accountability to meet performance metrics and targets is clearly outlined. This accountability is very broad and includes, but is not limited to fiscal responsibility, services provided, community policing, crime prevention, technology, leadership, member recruitment and well-being. The Strategic Plan Working Committee will monitor compliance and provide status updates to the Executive Leadership Team and the Police Services Board on an annual basis.

The Strategic Plan supports our priorities and commitment to our shared vision and values. Throughout this Plan, cost efficiency steps have been outlined to find ways of making resources available for other over-burdened areas. We also speak to the potential need for additional resources over the course of the Plan, but this may or may not have financial costs associated with those needs since resource re-allocation may address Service area needs.

The Service will continue to apply for available provincial grant funding opportunities to offset costs associated with police programs.

Regulatory → Police Services Act

Oversight → Police Services Board

Compliance → Police



2022 – 2025 STRATEGIC PLAN GOALS

The Niagara Regional Police Service's 2022-2025 goals have been developed after comprehensive consultation with the community and our members. Based on all available data, the Strategic Plan Committee identified four goals for this planning cycle. These goals are equally important and any one goal does not receive any additional attention over another.

All four goals have numerous objectives and multiple performance metrics attached to each. Each performance metric has corresponding measurable targets and timelines. Compliance will be monitored by the Strategic Plan Working Committee who will report to both the PSB Strategic Plan Committee and ultimately to the Board as a whole, as directed by PSB By-law 356-2015.





GOAL 1: Public Safety





GOAL 1: Public Safety

Objectives

1.0 Reduce violent crime

Performance Metrics

1.1 Number of violent offences

1.2 Number of initiatives in high violent crime areas

1.3 Number of guns and gangs-related education and safety initiatives

Targets

Decrease rate annually by 2%

Increase targeted initiatives by 5% annually

Five presentations annually

Champions: Superintendents, District Operations and Emergency & Investigative Services

2.0 Reduce property crime

2.1 Number of property crime incidents

2.2 Number of presentations related to crime prevention strategies for local businesses

2.3 Number of officers trained in crime prevention strategies and techniques (Crime Prevention Through Environmental Design – CPTED)

Reduce rate annually by 2%

Establish a baseline for presentations provided to business owners in year 1. Increase in years 2 through 4 by 2% annually

Provide introductory video training related to CPTED to all **frontline** officers in Year 1 and 2

Also in year 1, establish a baseline for officers with advanced training related to CPTED, in order to facilitate property assessments, and increase that number by 5% annually

Champion: Superintendent, District Operations



Objectives

3.0 Enhance support and improve outcomes for victims of crime

Performance Metrics

2.4 Number of properties with identified community concerns (i.e., vagrancy, drug usage/sales, high crime, etc.) resolved per year

3.1 Number of referrals to Victim Services Niagara for victims of crime and tragic circumstances

3.2 Meet with partner agencies and advocacy centers to review and improve established memorandums of understanding and special victim protocols

3.3 Number of Internet Child Exploitation (ICE) education and safety presentations

3.4 Number of human trafficking education and safety presentations

3.5 Number of fraud and cybercrime education and safety presentations

Targets

In year 2 and in subsequent years, 25 problem properties to be assessed by CPTED trained officers annually
Champion: Superintendent, Emergency & Investigative Services

Increase the number of Victim Services Niagara referrals by 2% annually

Participate in an annual review of established protocols

20 presentations per year directed toward identified youth, parent, and school officials

20 presentations per year directed toward identified youth groups and businesses involved in hospitality and tourism

20 presentations per year directed toward identified youth and identified adult groups, including the elderly

Champion: Superintendent, Emergency & Investigative Services



Objectives

4.0 Reduce opioid use

5.0 Enhance road safety

Performance Metrics

4.1 Number of drug education and safety initiatives as it relates to opioids and drug trafficking

5.1 Fatal collision rate

5.2 Serious personal injury collision rate

5.3 Enforcement related to alcohol and/or drug impaired driving

5.4 Number of traffic enforcement initiatives

5.5 Number of traffic education and safety initiatives

Targets

Increase the number of initiatives annually by 2%

Champion: Superintendent, Emergency & Investigative Services

Reduce rate annually by 2%

Reduce rate annually by 2%

By year 2, have two Drug Recognition Evaluators (DRE) on each Traffic Enforcement Unit (TEU) platoon

Increase the DRE complement per shift to 3 by year 4

Champion: Superintendent, Emergency & Investigative Services

Conduct RIDE (Reduce Impaired Driving Everywhere) checks 8 times annually

Five additional traffic enforcement initiatives, unique to the needs of each community

Champion: Superintendent, Emergency & Investigative Services



Objectives

6.0 Enhance waterway safety

7.0 Improve emergency preparedness

Performance Metrics

6.1 Number of waterway safety education and safety initiatives, both on and off of the water

7.1 Number of waterway enforcement initiatives

7.2 Increase training exercises related to emergency preparedness

Targets

Facilitated by frontline officers and community engagement officers, in coordination with the TEU Staff Sergeant

Champion: Superintendent, Emergency & Investigative Services

Facilitate two education and safety initiatives annually

Conduct two waterway enforcement campaign initiatives annually

Duty Officers and District Commanders shall participate yearly in joint training exercises

Champion: Superintendent, Emergency & Investigative Services



Objectives

Performance Metrics

7.3 Enhance and develop emergency planning partnerships

Targets

All Inspectors to receive training in either Intermediate Incident Management System (IMS300) or Incident Command related courses within the first two years of promotion

Attend monthly meetings and participate in Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) exercises, as facilitated by the Niagara Region, over the course of the plan

Increase engagement with emergency partnerships and coordinate a minimum of one, in-house training exercise annually, that will include outside agency involvement

Ensure one waterway emergency (disaster) training exercise is facilitated per year, in conjunction with the appropriate emergency management partners given the scenario

Champion: Superintendent, Emergency & Investigative Services

7.4 Review Emergency Plan

To be conducted annually
Champion: Superintendent, Emergency & Investigative Services



Objectives

8.0 Effective response to calls for service

Performance Metrics

8.1 Average response time to emergency calls for service

8.2 Number of non-emergency calls for service, dealt with by an alternative response to frontline officers or by referral to appropriate service providers

Targets

Respond to Priority 1 emergency calls for service within established timelines

Establish a baseline for the percentage of calls redirected from frontline operations to an alternative response

In subsequent years, increase the percentage of calls redirected by 2% annually

Champion: Superintendent, Operational Support

9.0 Expand the Real Time Operations Centre (RTOC) usage

9.1 Number of RTOC involved calls

5% increase in year 1, followed by a 2% increase annually in subsequent years

Champion: Superintendent, District Operations

9.2 Number of partnerships to expand the CCTV network (Post-Secondary Education Sector, Government, Business community)

Increase engagement with community stakeholders and enter into four new CCTV camera sharing agreements by year 4

Champion: Superintendent, Emergency & Investigative Services



GOAL 2: Community Engagement and Collaboration

Objectives

1.0 To strengthen relationships and continue to build trust with our community

Performance Metrics

1.1 Enhance relationships with special victim agencies (e.g., FACS, Sexual Assault Centre, etc.)

1.2 Enhance relationships with social service partner agencies (e.g., Southridge, Salvation Army, Out of the Cold, John Howard Society, Port Cares, etc.)

1.3 Enhance relationships with diverse communities

Targets

Meet with partner agencies quarterly

Champion: Superintendent, Emergency & Investigative Services

Meet with partner agencies quarterly

Conduct a relationship needs survey from identified partner agencies by end of year 2

Champion: Superintendent, District Operations

Conduct eight Chief of Police – Community Inclusion Council (CoP-CIC) meetings annually

Attend a minimum of 10 community events annually

Include on NRPS website an orientation section for newcomers and international students that focuses on safety, legal rights, and law in Canada by the end of year 2

Bi-annual up-date on the Diversity Strategic Plan

Champion: Superintendent, Executive Services



Objectives

Performance Metrics

1.4 Enhance relationships with the Indigenous community

Targets

Attend a minimum of four events per year

Attend a minimum of six Indigenous youth related programs per year

Develop training to increase awareness in Indigenous traditions, culture, and history in year 1 and implement it in year 2

Champion: Superintendent, Executive Services

1.5 Enhance relationships with students at post-secondary educational institutions

Create an orientation package for international students attending these institutions by the end of 2022

Two engagement sessions annually

Champion: Superintendent, Executive Services

1.6 Enhance relationships with newcomers to Canada

Conduct seven orientation sessions/presentations annually

Champion: Superintendent, Executive Services

1.7 Enhance outreach to community

Year 1: Establish a baseline number of foot and bicycle patrol hours, including patrol zones across the Region. Years 2-4: Expand foot and bicycle patrol zones by 10% each year

Champion: Superintendent, District Operations



Objectives

2.0 To foster transparency and enhance public understanding of police services

3.0 Enhance supports for vulnerable persons

Performance Metrics

2.1 Number of crime prevention initiatives, including those done in coordination with Auxiliary Officers

2.2 Number of Social Media platform engagements, public announcements, advisories, and/or other public releases

2.3 Awareness of police service programs (e.g., media engagement)

3.1 Number of referrals to social service agencies

3.2 Expand the Mobile Crisis Response Team (MCRRT) program to the City of Welland

Targets

Four initiatives per year

Champion: Superintendent, District Operations

Develop and implement an analytics structure to obtain a baseline number of engagements

Champion: Inspector, Executive Officer to the Chief of Police

Increase engagements by 2% annually

Champion: Inspector, Executive Officer to the Chief of Police

Increase number of referrals of people in crisis to social service agencies annually by 2%

Champion: Superintendent, District Operations

Reduce the number of Mental Health Act (MHA) apprehensions by 3% with a corresponding increase in the number of individuals diverted to appropriate community supports

Champion: Superintendent, District Operations



Objectives

Performance Metrics

3.3 Number of Situation Tables

Targets

Police participation at Situation Tables, where appropriate, to support the Niagara Region's Community Safety and Well-Being Plan

Champion: Superintendent, District Operations

3.4 Number of civilian members trained in mental health awareness

Year 1: Establish baseline number of front-facing civilian members trained in mental health awareness

Increase by 2% annually

Champion: Superintendent, District Operations

3.5 Number of members trained in Crisis Intervention

Train 75 members in Crisis Intervention annually

Champion: Superintendent, Executive Services



Objectives

4.0 Foster youth engagement

Performance Metrics

4.1 Develop and enhance relationships with youth

Targets

Year 1: Develop a Youth in Policing Initiative (YIPI)

Years 2-4: Increase the number of youths engaged by 10% annually

Attend a minimum of ten (10) youth programs annually (e.g., Boys and Girls Club, RAFT, Niagara Youth Wellness Hub etc.)

Champion: Superintendent, District Operations

4.2 Opioid education and awareness

Develop and make available, an opioid education training video for youth

Champion: Superintendent, District Operations

5.0 Reduce youth crime rate by increasing early intervention with at risk youth

5.1 Youth crime rate

Reduce criminal charge rate by 2% annually, with a corresponding increase in the number of extra-judicial measures referrals

Champion: Superintendent, District Operations

5.2 Extra-judicial measures referrals

Year 1: Develop and implement extra-judicial measures (EJM) training for sworn officers

Increase the number of extra-judicial measures (EJM) referrals by 2% annually

Champion: Superintendent, District Operations



GOAL 3: Continuous Improvement & Organizational Continuity





GOAL 3: Continuous Improvement & Organizational Continuity

Objectives

1.0 To enhance internal communication

Performance Metrics

1.1 Number of Town Hall meetings

Targets

Conduct two Town Hall meetings annually

Champion: Executive Officer to the Chief of Police

1.2 Number of opportunities for member input

Establish a Continuous Improvement Committee (CIC) by the end of Q-2 in year 1 to explore member improvement ideas and determine the feasibility of ideas

Establish Terms of Reference

Establish evaluation criteria

Champion: Deputy Chief of Police, Support Services

Implement video conferencing solution to facilitate virtual daily briefings in year 1

Champion: Director, Technology Services

2.0 Develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community

2.1 Establish demographic profile of our members and community

Creation of self-identification question for new hires (uniform and civilian) during onboarding documentation in year 1 to establish baseline

Compare self-identification documentation numbers to census survey for Niagara population in year 1

Champion: Superintendent, Executive Services



Objectives

3.0 Develop and sustain process efficiencies to enhance business continuity

Performance Metrics

3.1 Time and resource materials

Targets

Implement new applicant tracking system to external candidates by the end of year 2

Expand applicant tracking system to the internal job posting process by the end of year 3

Implementation of Block Training model by 2023

Champion: Superintendent, Executive Services

3.2 Streamlined training process for efficiencies in scheduling

Establish framework for continuous service delivery during future pandemics by the end of year 2

Champion: Deputy Chief of Police, Support Services

4.0 Modernization of Service Delivery

4.1 Existence of current Business Continuity Plan

Retire current 911 systems and adopt new NG911 technology by the end of year 3

Champion: Director, Technology Services

4.2 Meet the Canadian Radio – Television & Telecommunications (CRTC) deadline for transition to NG911

Adopt a new cloud based Digital Evidence Management System to efficiently process evidence and share it with other Ontario justice partners and stakeholders by Q1 in year 2

Champion: Director, Technology Services



Objectives

Performance Metrics

4.3 Resource savings in processing evidence

Targets

Implement the Connected Officer program by providing Service-issued mobile devices with the right application suite to the majority of frontline officers by the end of year 2

Implement the full Microsoft Office 365 Productivity suite by the end of year 1

Champion: Director, Technology Services

4.4 Increased access to real-time information by frontline officers

Develop governance model and completion of implementation plan. All records electronically filed, stored, and retrievable – Complete by the end of year 2

Champion: Superintendent, Corporate Services

4.5 Collaboration and knowledge sharing across the Service

25% of remaining Service Units records to be converted to electronic records by the end of year 4

Champion: Superintendent, Corporate Services

4.6 Contractual documents initiative

Identify a software platform and implement in year 1

Process all contracts through new platform in year 2 Software for searchable LOU, MOU's

Champion: Superintendent, Corporate Services



Objectives

5.0 Enhance Member Development and Succession Planning

Performance Metrics

5.1 Number of General Orders converted to new platform

5.2 Number of qualified members to progress to higher ranks/ positions

Targets

Identify a platform and implement in year 1

Convert 25 General Orders to new platform annually

Champion: Superintendent, Corporate Services

Develop mentorship program by the end of year 2

Implement the mentorship program in years 2 - 4 and ensure the identified positions have mentees capable of taking on these roles

Develop Acting Rank qualification program by the end of year 2

Champion: Superintendent, Executive Services



Objectives

6.0 Establish the Office of Continuous Improvement and Innovation

Performance Metrics

6.1 Number and status of projects identified as supporting the 2022-2025 Strategic Plan

Targets

Establish the framework of this new Unit and identify the areas of responsibility by end of year 1

Develop Business Case to establish and fund the unit

Create the Unit by end of year 2

Establish an enterprise project management process whereby major projects are facilitated through standardized methods to translate strategy into operational terms by the end of year 3

Establish a framework for continuous improvement and performing process reviews by the end of year 4

Champion: Deputy Chief of Police, Support Services



GOAL 4: Member Wellness & Resiliency

Objectives

1.0 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy

Performance Metrics

1.1 Ongoing development, evaluation, and revision of mental health related training programs

Targets

Evaluation of one mental health related training program annually

Implementation of Resilience Program in year 1

Completion of Resilience Program by 85% of the membership by the end of year 1

Champion: Superintendent, Executive Services and Service Psychologist

1.2 Accessibility of mental health resources

Annual maintenance of the community list of mental health care providers knowledgeable about the police culture

Host bi-annual voluntary seminars with preferred providers to discuss current research, best practices, and challenges

Champion: Superintendent, Executive Services and Service Psychologist



Objectives

Performance Metrics

1.3 Early Intervention Program

Targets

Pilot Early Intervention Program in year 1

Evaluation of the pilot Early Intervention Program in year 1

Expand Early Intervention Program to 50% of sworn members in year 1 and 85% in year 2

Annual evaluation of Early Intervention Program and related criteria

Champion: Superintendent, Executive Services



Objectives

Performance Metrics

1.4 Accountability for stigmatizing behaviours

Targets

Evaluate job and promotion processes for stigmatizing or biased components by the end of year 2. Revise as needed in subsequent years

Identify additional internal processes or policies to be reviewed for stigmatizing or biased components by the end of year 2

Evaluate at least one internal process or policy for stigmatizing or biased components in year 3 and 4, if needed

Champion: Superintendent, Executive Services and Service Psychologist

1.5 Peer Support Program

Establish baseline measurement of Peer Support use in year 1. Increase use of Peer Support by 2% per year in subsequent years

Annual evaluation of Peer Support Program

Champion: Superintendent, Executive Services and Service Psychologist



Objectives

2.0 Promote and encourage healthy lifestyles and the physical well-being of members

Performance Metrics

1.6 Member Wellness

2.1 Resources available to members

Targets

Annual Member Support Survey to evaluate wellness

Statistically significant decrease in mental health stigma each year

Statistically significant increase in member quality of life each year

Champion: Superintendent, Executive Services and Service Psychologist

Physical wellness initiatives such as exercise classes, videos, lunch and learns, and literature will be offered to all Service members. Minimum 6 per year

Member attendance and access to these initiatives will be recorded to ensure a yearly increase of 2%

Implementation and ongoing maintenance of a member support application in year 1; allowing remote access to physical wellness health resources and literature

Champion: Superintendent, Executive Services



Objectives

3.0 Promote a culture that embraces equity, diversity, and inclusion (EDI)

Performance Metrics

3.1 Ongoing development, evaluation, and revision of EDI-related training

Targets

Annual delivery of at least one EDI training program

Presentation on EDI to all new police recruits

Champion: Superintendent, Executive Services

3.2 Systemic barriers

Complete evaluation of identifying any existing systemic barriers related to EDI by the end of year 2

If any barriers are identified, implement means for addressing them immediately at the start of year 3 and subsequent years

Champion: Superintendent, Executive Services

3.3 Development of Internal Support Networks (ISN) for members of equity-seeking groups

Implementation of a Global ISN in year 1. A Global ISN implemented and engaged in year 1 with more specific group ISN's formed from over the course of the Plan as required

Champion: Superintendent, Executive Services



STAKEHOLDER FOCUS GROUP PARTICIPANTS

Diversity and Faith Stakeholders

Jesse Barraza, International Learning Program, Brock University
Ashley McLaren, Canadian Hearing Society
Rabbi Zaltzman, Chabad Niagara
Rosalie Samosh, Congregation B’Nai Israel
Martha Mason, Fort Erie Multicultural Centre
Emily Kovacs, Niagara Folk Arts Multicultural Centre
Don Mackenzie, PFLAG
Mutsa Charamba, Positive Living & OUTNiagara
Nyarayi Kapisavanhu, TOES Niagara
Deanna D’Elia, YMCA of Niagara Immigration Services

Elected Officials Stakeholders

Betty Disero, Lord Mayor of Niagara-on-the-Lake
Terry Ugulini, Mayor of Thorold
Frank Campion, Mayor of Welland
Dave Bylsma, Mayor of West Lincoln
April Jeffs, on behalf of Tony Baldinelli, MP Niagara Falls
Sam Oosterhoff, MPP Niagara West
Jim Bradley, Regional Chair, Niagara Region
Diana Huson, Regional Council, Pelham
Kelly Edgar, Regional Council, St. Catharines
George Darte, Regional Council, St. Catharines
Laura Ip, Regional Council, St. Catharines
Robert Foster, Regional Council, Town of Lincoln



Downtown Business Association Stakeholders

Mishka Balsom, Greater Niagara Chamber of Commerce
Tisha Polocko, St. Catharines Downtown Business Association
Kelly Jones, Welland Downtown Business Association

First Responders Stakeholders

Joshua Newby, Canada Border Services Agency
Sara Stevens, Crime Stoppers of Niagara
Tom Bradley, Superintendent, Niagara Detention Centre
Chief Kevin Smith, Niagara Emergency Medical Services
Karen Lutz-Graul, Niagara Emergency Medical Services
Chris Gallagher, Niagara Parks Police
Steve Henry, Ontario Provincial Police
Jennifer Girotti, SOLGEN, Probation and Parole

School and Educational Institution Stakeholders

Donna Moody, Brock University
George Bench, Brock University
Camillo Cipriano, Catholic School Board
Serge Gauthier, Conseil Viamonde
John Dickson, District School Board of Niagara
Fiona Allan, Niagara College
Gary Torrerville, Niagara College
Rick Anderson, Niagara College
Samantha Jemison, Niagara College
Jay Tredway, Ridley College



Social Services Stakeholders

Sarah Putman, Alzheimers Society of Niagara Region
Kayla Mayer, Anti-Human Trafficking Safe House
Carolyn Fish, Bethlehem Housing and Support Services
Kelly Falconer, Canadian Mental Health Association
Loubna Moric, Centre de Santé Communautaire
Paul Niesink, Community Addiction Services of Niagara
Nadine Wallace, Contact Niagara
Lynda Filbert, Family and Children's Services Niagara
Cathy Cousins, Homelessness Services and Community Engagement
Jay Gemmell, John Howard Society
Cameron Banach, Niagara Regional Housing
Wendy Thompson, Niagara Regional Housing
Christine Clark Lafleur, Port Cares – Niagara Youth Justice Committee
Talia Storm, Positive Living and OUTNiagara
Jen Butera, Seniors Community Programs
Naomi O'Brien, Seniors Community Programs
Melissa Austin, Social Assistance Division, Niagara Region
Tarryn Anderson, Victim Services Niagara
Deanna D'Elia, YMCA of Niagara Immigration Services



2022 – 2025 STRATEGIC PLAN WORKING COMMITTEE

Co-Chairs

Kevin Gibson, Co-Chair and Board Member

Bill Fordy, O.O.M., Co-Chair and Deputy Chief of Police, Support Services

Coordinator

Dr. Paul Divers, Corporate Analyst

Service Members

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

Brett Flynn – Deputy Chief of Police, Operational Services

David Meade – Superintendent, Executive Services

Todd Waselovich – Inspector, Labour Relations

Mario Lagrotteria – Inspector, 2 District

Lynda Hughes – Inspector, Court Services

Nilan Davé – Staff Sergeant, Member Support

Chris Sirie – Staff Sergeant, Communications Unit

David Biggar – Detective Sergeant, Executive Officer, Deputy Chief

Sarah Rose – Detective Sergeant, Executive Officer, Deputy Chief



SERVICE MEMBERS CONT'D

Leisha Holmes – Sergeant, Member Support

Tanya Luff – Constable, Special Victims

Rosaire Engelen – Constable, 1 District Foot Patrol

Mike Malachowsky – Constable, 2 District Administration

Dr. Jennifer Short – Service Psychologist

Rany Audeh – Technology Projects Manager

Stephanie Sabourin – Manager, Corporate Communications

Mandy Asher – Executive Assistant, Chief of Police

Tina Ramsay – Executive Assistant, Deputy Chiefs

Cheryl Pathe – E.I.S. Administrator

Samantha Crowe-Tappay – Human Resources Specialist

Aletta Brown – Property and Evidence Management

Breeann Richardson – Equity, Diversity & Inclusion Specialist



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Tel. 905-945-2211



@NiagaraRegPolice



@niagararegionalpolice



@NiaRegPolice



INTERNAL CORRESPONDENCE

To: Chair and Members

From: Deb Reid

Dept: Niagara Police Services Board

Dept: Executive Director
Niagara Police Services Board

Date: November 8, 2021

**Re: Police Services Board Bursary Awards
Updated Terms of Reference – Brock University and Niagara College**

Purpose:

To provide the Board with a copy of the updated Terms of Reference for the Police Services Board bursary awards in support of Brock University and Niagara College.

Background Information and Discussion:

In 2002, the Niagara Regional Police Service entered into a transfer agreement with Brock University and Niagara College for students enrolled in the Collaborative Studies in Policing and Criminal Justice Program. This four-year program allowed students to earn concurrently a Bachelor's degree at Brock University and a Police Foundations diploma at Niagara College. In 2004, the Service submitted a proposal to the Board to sponsor a bursary gift for the Program. As a result, the Board approved a one-time bursary donation in the amount of \$15,000 from the Special Fund in support of Brock University and Niagara College Collaborative Studies in Policing and Criminal Justice Program.

There were a total of three bursaries awarded – two at Brock for 2nd and 4th year students and one for students entering the 3rd year of the Program at Niagara College. The Board contributed a total of \$10,000 to Brock, split equally between the 2nd and 4th year awards, with funding matched dollar for dollar by the Ontario Student Opportunity Trust Fund Program (OSOTF). This allowed Brock to create two \$10,000 bursaries and with the revenue from the total investment, to be awarded annually to qualified students in the 2nd and 4th year of the Program. *(A copy of the endowment fund report from Brock University for the period ending April 30, 2020 is appended for your review.)*

With respect to Niagara College, the Board contributed a total of \$5,000 with funding matched by the Niagara College Foundation totaling \$10,000. The College had this gift matched dollar for dollar by the OSOTF, which allowed Niagara College to create a \$20,000 bursary. Similarly, this allowed Niagara College to use the revenue from the investment to provide an annual award to students in the 3rd year of the Program. *(The annual donor fund statement for Niagara College's fiscal year from April 1, 2020 to March 31, 2021 is attached for your review.)*

In early 2021, the Board was advised that the Collaborative Studies in Policing and Criminal Justice Program with Brock University and Niagara College was being withdrawn and phased out this year. In consultation with the Development Officers at Brock University and Niagara College, and after further review and discussion with the Chief of Police and Senior Police staff, it is recommended that the Board transfer the bursary to enrolled graduate students in the 2nd and 4th year of the Forensic Psychology and Criminal Justice Program at Brock University and students enrolled in the Advanced Law Enforcement and Investigation (ALEI) course, which is a graduate program for Police Foundations at Niagara College.

Attached are the revised Terms of Reference for the Board bursaries, which have now been updated and finalized by the appropriate institutions and recommended to the Board for the necessary approval. Criteria for both awards also include a preference for residents of Niagara Region, who must also demonstrate a financial need.

Recommendation:

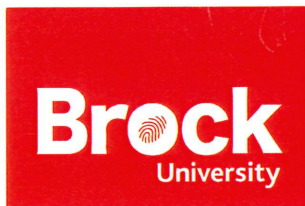
That the Board approve the updated Terms of Reference for the Niagara Police Services Board Bursary in support of Brock University and Niagara College as appended to the report;

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



Deb Reid
Executive Director

Encl.



Development and Alumni Relations

Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada
T 905.688.5550 x4190

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August 30, 2021

Ms. Deborah Reid
Niagara Regional Police Services Board
c/o Niagara Regional Police
5700 Valley Way
Niagara Falls ON L2E 1X8

Dear Ms. Reid,

In a year that continued to impact much of the world around us, you chose to positively impact the lives of Brock students. Because of you, we were able to offer a rich Brock experience to each one of our students, regardless of financial status. Our students thank you.

As Brock continues on a path of innovation, donors like you remain constant to the success of our institution. Your gift is an investment in our future.

Endowed funds play a vital part in supporting our students and extend the impact of your generosity for generations. As such, we are pleased to provide the enclosed report on your fund(s):

Regional Municipality of Niagara Police Services Board Bursary 4th Year
Regional Municipality of Niagara Police Services Board Bursary 2nd Year

At Brock, our students also know the value, impact, and importance of donor support. We look forward to sharing written expressions of gratitude with you over the coming year in February, June, and October.

With appreciation,

A handwritten signature in blue ink that reads "Sonia Dupte".

Sonia Dupte
Director, Development & Stewardship

E: sdupte@brocku.ca
C: 905 650 7032

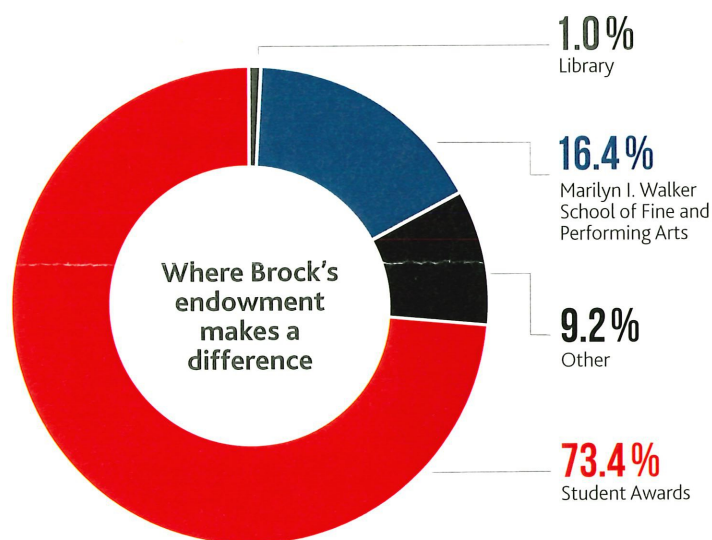
2020-21 ENDOWMENT REPORT

What is an endowment?

Brock's endowment is a fund made up of philanthropic gifts in which the University has assumed responsibility for ensuring perpetuity for the programs and activities designated. Endowed gifts are a vital part of supporting the University and its students.

Is an endowment invested?

The funds for each endowment are pooled for investment purposes; however, each individual endowment fund is accounted for separately. Pooled endowment funds are invested in accordance with the University's Investment Policy.



What is the size of Brock's endowment?

\$123,809,719.47



\$1,480

AVERAGE DONOR FUNDED
STUDENT AWARD



639

FUNDS SUPPORTING
STUDENT AWARDS



66

By awarding me this scholarship, you have lightened my financial burden which will now allow me to focus on learning. I hope one day I will be able to help students achieve their goals just as you have helped me."

Steve Joseph

Fourth-year Goodman School of Business student



How does Brock determine its endowment spending?

Spending decisions will endeavor to ensure that the original donated capital maintains its purchasing power. Therefore, the spending decision will be made by the Financial Planning and Investment Committee and take into consideration all objectives of the endowment policy, along with the investment fund performance, economic conditions, and other relevant factors. For more information on how the spending allocation is determined, please visit brocku.ca/policies and select Endowment Management under Financial Policies.

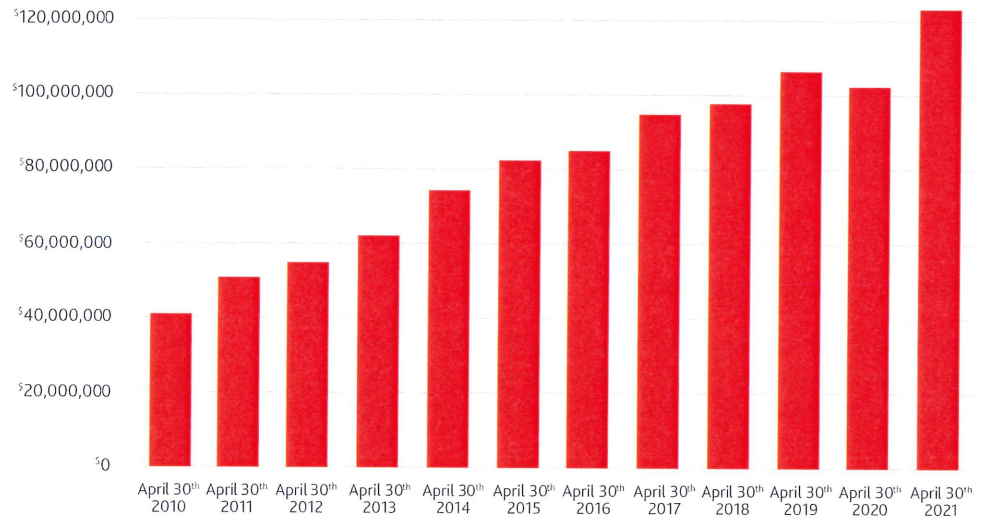


Brock's Investment Managers

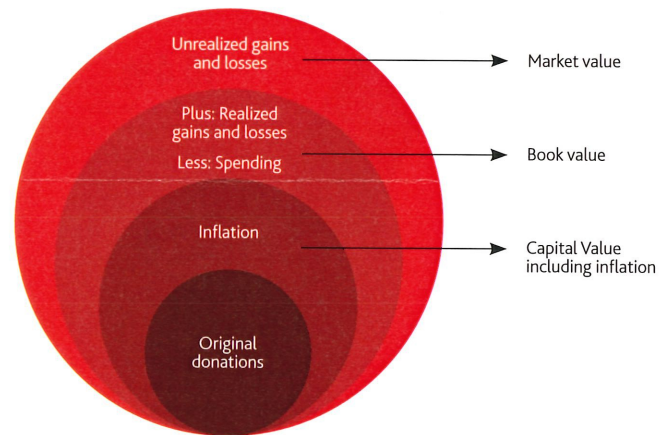
- Mawer
- Walter Scott
- AllianceBernstein
- Barings



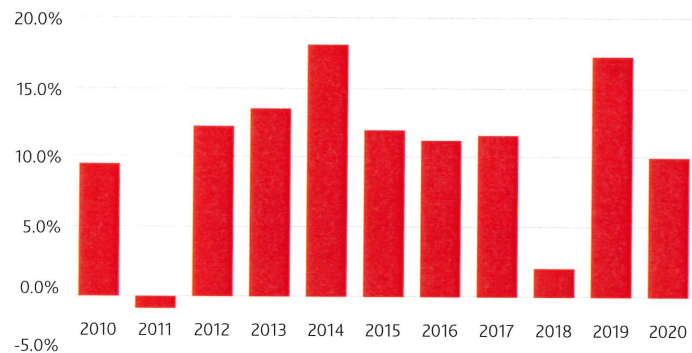
Endowment Market Values



Endowment Balance Summary



Endowment Investment Rate of Return



2010	9.6%
2011	-1.2%
2012	13.3%
2013	18.5%
2014	12.7%
2015	11.6%
2016	4.9%
2017	12.0%
2018	2.3%
2019	17.5%
2020	10.1%

■ Investment Returns

ABOUT THE FUND

Regional Municipality of Niagara Police Services Board Bursary 2nd Year

Market Value as of April 30, 2020	\$ 22,977.15
<i>(Balance of endowment fund including unrealized gains and losses since inception)</i>	
Book Value as of April 30, 2020	\$ 18,370.21
<i>(Balance of endowment fund excluding unrealized gains and losses since inception)</i>	
Actual Spending	\$ 0.00
<i>(In the 2020-2021 academic year)</i>	
New Donations	\$ 0.00
Realized Investment Income	\$ 1,344.76
<i>(Net management costs)</i>	
Unrealized Investment Income/(Loss)	\$ 2,929.91
Market Value as of April 30, 2021	\$ 27,251.82
Book Value as of April 30, 2021	\$ 19,714.97
Spending Allocation	\$ 730.00
<i>(Available for the 2021-2022 academic year. Calculated based on the Book Value as of April 30, 2020)</i>	

2020-2021 RECIPIENT(S)

ABOUT THE FUND

Regional Municipality of Niagara Police Services Board Bursary 4th Year

Market Value as of April 30, 2020	\$ 19,749.27
<i>(Balance of endowment fund including unrealized gains and losses since inception)</i>	
Book Value as of April 30, 2020	\$ 15,710.03
<i>(Balance of endowment fund excluding unrealized gains and losses since inception)</i>	
Actual Spending	\$ 615.00
<i>(In the 2020-2021 academic year)</i>	
New Donations	\$ 0.00
Realized Investment Income	\$ 1,116.74
<i>(Net management costs)</i>	
Unrealized Investment Income/(Loss)	\$ 2,457.76
Market Value as of April 30, 2021	\$ 22,708.77
Book Value as of April 30, 2021	\$ 16,211.77
Spending Allocation	\$ 625.00
<i>(Available for the 2021-2022 academic year. Calculated based on the Book Value as of April 30, 2020)</i>	

2020-2021 RECIPIENT(S)

Kyle Mutch
Sociology (4 years)

August 2021

RECEIVED
F25 R.
AUG 06 2021
Public Agenda

Ms. Deb Reid
Niagara Police Services Board
5700 Valley Way
Niagara Falls, ON L2E 1X8

Dear Ms. Reid,

**Thank you for making an
extraordinary impact on a student's life!**

We are grateful for the incredible support donors like you gave to our students in the 2020-21 academic year. Your generous donation continues to make an impact due to the financial and psychological boost it provided to students faced with financial challenges, while pursuing their Niagara College education, during the COVID-19 pandemic.

Your donation, funding the **Regional Municipality of Niagara Police Services Board Bursary** is supporting students who will, in turn, make a meaningful impact in their communities through the skills and knowledge they have gained, and the values instilled by being part of a caring College community. Thank you for your generosity; it is a powerful and exemplary demonstration of your commitment to the college, our students and our community.

We are pleased to enclose a financial summary of your Fund for the period April 1, 2020 to March 31, 2021, along with the name of the recipient of your Award.

As Niagara College focuses on welcoming back students, faculty, staff, and community to our campuses for the 2021-2022 academic year, we remain dedicated to student success, delivering high quality, innovative programs and continuing to respond to the needs of our community.

Thank you for supporting our students and being a valued member of our Niagara College family.

With sincere gratitude,



Erica Walters
Development Officer

2020-2021 Donor Fund Report

Regional Municipality of Niagara Police Services Board Bursary Fund #8500

Financial Summary

Beginning Balance, as of April 1, 2020	\$21,904.62
Donations and Investment Income	+ \$955.45
Awards Disbursed	- \$800.00
Ending Balance, as of March 31, 2021	\$22,060.07

2020-21 Award Recipient

Student Name	Program	Award Amount
Tegan Teeple	Police Foundations (Advanced Standing)	\$800.00

The impact of your giving

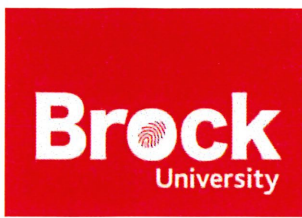
"I would like to express my sincere appreciation for your investment in my future. The financial assistance you provided allowed me to focus more on my studies, as I was able to reduce some hours at my part-time job. Your support has given me the opportunity to gain as much as possible from my education, and acquire many new valuable skills along the way."

- Niagara College Award Recipient



If you have any questions about the impact of your donation, please contact:

Erica Walters, Development Officer, Development & Alumni Relations
905-932-4524 | ewalters@niagaracollege.ca



Niagara Region
1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada

brocku.ca

TERMS OF REFERENCE

OCTOBER 2021

The name of the Bursary is Regional Municipality of Niagara Police Services Board Fourth Year Bursary.

The bursary will be made to an enrolled undergraduate student entering the fourth year of the Forensic Psychology and Criminal Justice Program at Brock University. Preference will be given to a student who is a resident of the Niagara Region. As per the terms of the OTSS program, applicants must demonstrate financial need and meet Ontario Student Assistance Program (OSAP) residency requirements. The program's first intake is 2020 -2021 and until such time as the program has 4th year students, the 4th year bursary may be awarded to a student in a lesser year of the program who meets all other criteria. Funding for this award is currently available.

The bursary will be made on these terms by the Brock University Senate Committee based on the recommendation of Student Accounts and Financial Aid. **Please note:** Canada Revenue Agency regulations regarding charitable donations do not allow the donor to be involved in the selection of the recipient. In the event that, because of the award terms, the donor would be involved in the selection of a recipient, the donor is required to give notice of this conflict of interest. The donor shall thereafter refrain from discussing the nomination, or otherwise attempting to exert any influence on the designate(s) to affect the decision.

Niagara Regional Police Services Board will be recognized as the donor for this bursary in University publications.

This gift will be administered by the University in accordance with University policies. Copies of the policies are available upon request or can be found at: <https://brocku.ca/policies/>

The recipient is encouraged to submit an expression of gratitude to Brock University that will be forwarded to the donor and addressed as follows:

Niagara Regional Police Services Board
c/o Niagara Regional Police
5700 Valley Way
Niagara Falls, ON L2E 1X8

Brock University will review this bursary and its terms periodically to ensure that the agreed terms continue to meet the needs and objectives originally identified. This bursary will also be periodically reviewed to ensure it is aligned with the Ontario Human Rights Commission - Policy on Scholarships and Awards. <http://www.ohrc.on.ca/en/policy-scholarships-and-awards>. The University withholds the right to update the terms of the bursary ensure alignment with the Ontario Human Rights Commission - Policy on Scholarship and Awards.

Despite the best intentions of both the donor and the University, agreed terms may come to preclude making the bursary on a consistent basis. In these rare instances, the University will undertake to revise the terms in consultation with the donor. The University will remain as true as is possible to the donor's wishes, as reflected in these original terms.



Patti Malton
Manager, Student Financial Services

October 7, 2021
Date

Deb Reid
Executive Director, Niagara Regional Police
Services Board

Date

**NIAGARA POLICE SERVICES BOARD BURSARY
("the Niagara Police Services Board")**

UPDATED TERMS OF REFERENCE

1. The name of the bursary is the Niagara Police Services Board Bursary.
2. This bursary was established through a donation of \$5,000 provided by the Regional Municipality of Niagara Police Services Board. This contribution was matched by the Niagara College Foundation, and the total was then matched by the Ontario Government through the Ontario Student Opportunity Trust Fund Phase II to create a \$20,000 Endowment.
3. This bursary is awarded annually to a student in the Advanced Law Enforcement and Investigation (ALEI) course. This course is the graduate program for Police Foundations. Selection will be determined by the Awards Disbursement Committee of the Financial Aid Office.
4. Preference will be given to a student who is a resident of Niagara Region. Applicants must demonstrate financial need, as determined by a completed Financial Information Statement available online at the Financial Aid and Awards website. The site address is <http://www.niagaracollege.ca/fees-finances/financial-aid-and-awards/scholarships-bursaries>
5. The endowment will be administered in accordance with Niagara College's prevailing endowment policy as approved by the College's Investment Committee. The College's Investment Committee has been provided with a mandate to preserve the capital of the endowment to maintain its purchasing power (or current value) over time while providing a reasonable flow of income for an annual award pay out.
6. The Niagara College Foundation and Alumni Relations Office will inform the Regional Municipality of Niagara Police Services Board of the recipient each year. Recipients of the award will also be encouraged to contact the donor with their own letter of thanks addressed as follows:

Board Chair
Regional Municipality of Niagara Police Services Board
5700 Valley Way
Niagara Falls, ON L2E 1X8
e-mail: psb@niagarapolice.ca

7. In the event that the bursary cannot be presented as no candidate meets the criteria, the funds will be reinvested in the endowment.
8. The Niagara College Foundation and Alumni Relations Office will review this bursary and terms periodically to ensure that the agreed terms continue to meet the needs and objectives originally identified.
9. The Niagara College Foundation and Alumni Relations will make every effort to maintain this award according to the original intentions of this proposal and shall contact the Regional Municipality of Niagara Police Services Board in the event any changes are required. In the event that program names change, investment return rates provide inadequate annual levels of funding or academic realignment affects the distribution schedule for this award, the Niagara College Foundation and Alumni Relations reserves the right to adjust awarding terms so that they best fit the intentions of this agreement.

Signed:

William C. Steele, Board Chair
Niagara Police Services Board

Date

Deborah Reid, Executive Director
Niagara Police Services Board

Date

Wendy Dueck, Director, Development
Niagara College Canada

Date