



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

Thursday, July 27, 2023, 9:30 am

Niagara Regional Police Service - Headquarters  
Community Room 1st Floor, 5700 Valley Way, Niagara Falls

To view the live-stream meeting proceedings, please visit  
<https://calendar.niagarapolice.ca/meetings>

Pages

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT STATEMENT

3. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

4. ADOPTION OF MINUTES

4.1 Minutes of the Public Board Meeting held Thursday, June 22, 2023

7

That the Minutes of the Public Board Meeting held Thursday, June 22, 2023 be adopted as circulated.

5. REPORTS FROM BOARD CHAIR

6. REPORTS FROM THE CHIEF OF POLICE

7. PRESENTATIONS

7.1 NRPS Opioid Education and Enforcement Unit

16

Members of the Niagara Regional Police Service Opioid Education and Enforcement Unit (OEEU) will be in attendance to make a presentation on the operations of the OEEU, which is a Service initiative funded by the Ontario Government's Community and Safety Policing Grant that focuses on education regarding the risk associated with illicit opioid use, while incorporating enforcement to address opioid-related issues within the Niagara community.

That the presentation be received.

8. CONSENT AGENDA

<b>8.1</b>	<b>Ministry of the Solicitor General - Community Safety and Policing Act - Amendment for PSB Citizen Appointment Eligibility</b>	<b>30</b>
	Correspondence dated July 17, 2023 from Michael Kerzner, Solicitor General, providing a response to the Board's request of March 27, 2023 for a proposed amendment to Section 31 of the Community Safety and Policing Act, 2019, to provide greater clarification on the composition of a police services board for enhanced transparency in the municipal council appointment process.	
<b>8.2</b>	<b>Ministry of Children, Community and Social Services - Youth in Policing Initiative Program</b>	<b>33</b>
	Service report dated July 10, 2023 providing the Board with information on the Youth in Policing Initiative (YIPI) Program, a student employment initiative being administered by 3 District Community Oriented Response and Engagement (CORE) officers and funded by the Ministry of Children, Community and Social Services (MCCSS).	
<b>8.3</b>	<b>2022 - 2025 Strategic Plan - Status Update</b>	<b>36</b>
	Service report dated July 21, 2023 providing the Board with a status up-date on the Service's performance measures and targets identified in the 2022-2025 Strategic Plan as required for Year 1 of the Plan.	
<b>8.4</b>	<b>Quarterly Report - NRPS Authorized Strength as at July 4, 2023</b>	<b>70</b>
	Service report dated July 4, 2023 providing a summary of the actual versus the authorized strength by rank/salary band of the uniform and civilian complement of the Niagara Regional Police Service.	
<b>8.5</b>	<b>Quarterly Report - Brock University Campus Security Services - April 1 to June 30, 2023</b>	<b>73</b>
	Report dated July 4, 2023 from Jennifer Guarasci, Acting 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.	
<b>8.6</b>	<b>Annual Report - Bail and Violent Crime - January 1 to December 31, 2022</b>	<b>76</b>
	Service report dated July 4, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 215-2000.	
<b>8.7</b>	<b>Annual Report - Homicide and Attempted Homicide Investigations - January 1 to December 31, 2022</b>	<b>81</b>
	Service report dated June 28, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 231-2000.	
<b>8.8</b>	<b>Annual Report - Emergency Planning - January 1 to December 31, 2022</b>	<b>86</b>
	Service report dated June 27, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 248-2000.	

<b>8.9</b>	<b>Annual Report - Policing Aboriginal Occupations and Protests - January 1 to December 31, 2022</b>	<b>90</b>
	Service report dated June 26, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 324-2012.	
<b>8.10</b>	<b>Annual Report - Police Response - Emotionally Disturbed, Mental Illness, Developmental Disability - January 1 to December 31, 2022</b>	<b>94</b>
	Service report dated June 23, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 205-2000.	
<b>8.11</b>	<b>Annual Report - Problem Oriented Policing, Community Patrol and Crime Prevention - January 1 to December 31, 2022</b>	<b>99</b>
	Service report dated June 22, 2023 submitted in accordance with the annual reporting requirements set out in Board By-laws 191-2000, 192-2000 and 193-2000.	
<b>8.12</b>	<b>Annual Report - Safe Storage of Police Service Firearms - January 1 to December 31, 2022</b>	<b>109</b>
	Service report dated June 16, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 258-2003.	
<b>8.13</b>	<b>Annual Report - Secure Holsters - January 1 - December 31, 2022</b>	<b>112</b>
	Service report dated June 16, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 269-2005.	
<b>8.14</b>	<b>Annual Report - Skills Development and Learning Plan - January 1 to December 31, 2022</b>	<b>117</b>
	Service report dated July 5, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 250-2000.	
<b>8.15</b>	<b>Annual Report - Speed Detection Devices - January 1 to December 31, 2022</b>	<b>123</b>
	Service report dated June 29, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 321-2012.	
<b>8.16</b>	<b>Annual Report - Supervision - January 1 to December 31 2022</b>	<b>127</b>
	Service report dated July 6, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 217-2000.	
<b>8.17</b>	<b>Annual Report - Traffic Management, Enforcement and Road Safety - January 1 to December 31, 2022</b>	<b>134</b>
	Service report dated June 29, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 292-2009.	

- 8.18 **Annual Report - Use of Auxiliaries and Volunteers - January 1 to December 31, 2022** 142  
 Service report dated July 5, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 254/255-2003.
- 8.19 **Annual Report - Victims' Assistance - January 1 to December 31, 2022** 147  
 Service report dated June 30, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 322-2012.
- 8.20 **Annual Report - Violence and Harassment Prevention in the Workplace - January 1 to December 31, 2022** 153  
 Service reported dated July 18, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 332-2013.
- 8.21 **Annual Report - Youth Crime - January 1 to December 31, 2022** 155  
 Service report dated June 26, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 236-2000.

**That the information be received.**

**9. NEW BUSINESS**

- 9.1 **Capital Budget and 9-Year Capital Forecast - Budget Year 2024** 160  
 Service report dated July 18, 2023 requesting the Board approve the proposed 2024 Police Service Capital Budget and 9-Year Capital Forecast. *(A copy of the NRPS 2024 budget presentation is attached to the report.)*
- That, subject to approval by Regional Council of the consolidated Capital Budget, the Board approve the 2024 Police Service Capital Budget and Forecast as follows:**
1. **That the 2024 Capital Budget of the Niagara Regional Police Service (NRPS) of \$7,898,662.00, as summarized in Appendix 1, be approved.**
  2. **That financing in the amount of \$7,898,662.00 be initiated upon approval of the 2024 Capital Budget and be allocated to the projects as summarized in Appendix 1. *(Financing for the 2024 Capital Budget is from the Police Capital Levy Reserve in the amount of \$1,882,662.00; Police Vehicles and Equipment Reserve Fund in the amount of \$2,242,500.00; Region Capital Levy Reserve in the amount of \$3,273,500.00; and Development Charges in the amount of \$500,000.00).***
  3. **That the 9-year Capital Forecast be received as a guideline for the development of future Capital Budgets.**

- 9.2 **2023 Capital Project Close Out Report** 208  
 Service report dated June 30, 2023 requesting Board approval to close completed capital projects and return the balance of the funds to their original source for use in the development of future funding strategies.

**That the Board approve the closure of completed projects and the transfer of funds to the Police Capital Reserve as detailed in the report, resulting in a net transfer to the Police Capital Levy of \$43,186.99.**

**9.3 NRPS Special Fund Request - Serving with Pride** 211

Service report dated June 28, 2023 requesting the Board approve a donation for the purchase of a table for police representation at the Serving with Pride Gala and Awards event being held October 21, 2023. Proceeds from the event will be donated to Services and Housing in the Provinces (SHIP) to support initiatives for the 2SLGBTQ+ youth. (This is a first-time Special Fund request.)

**That the Board approve a donation in the amount of \$1,600.00 from the Special Fund to Serving with Pride for the purchase of a table at their Gala and Awards event.**

**9.4 NRPS Special Fund Request - Port Colborne Special Olympics Chapter** 214

Service report dated July 10, 2023 requesting the Board approve a donation to the Port Colborne Special Olympics Chapter to cover the registration fees of three NRPS teams competing in the Special Olympics Bocce Ball fundraising event being held on August 12, 2023. (This is a first-time Special Fund request.)

**That the Board approve a donation in the amount of \$450.00 from the Special Fund to the Port Colborne Special Olympics Chapter to cover the registration of three (3) NRPS Teams competing in the Special Olympics Bocce Ball fundraising event.**

**9.5 NRPS Special Fund Request - Canadian Police Memorial "Ride to Remember"** 217

Service report dated July 6, 2023 requesting a donation to assist with costs incurred by Service members participating in the annual Canadian Police Memorial "Ride to Remember" cycling from the Ontario Police College (OPC) to Parliament Hill from September 20 – 23, 2023. (Previous donations: 2008-2012 - \$500, 2013-2018 - \$1,000, 2019 - \$1,500.)

**That the Board approve a donation in the amount of \$3,600.00 from the Special Fund to support the participation of NRPS Members in the 2023 Canadian Police Memorial "Ride to Remember" (R2R).**

**9.6 NRPS Special Fund Request - Fort Erie Native Friendship Centre** 227

Service report dated June 23, 2023 requesting the Board approve a donation in support of the installation of an Indigenous Crosswalk at the Welland Farmers' Market. The crosswalk will be revealed as part of a Truth and Reconciliation walk taking place on September 29, 2023. (Previous donations: 2018 - \$500; 2022 - \$2,000.)

**That the Board approve a donation in the amount of \$500.00 from the Special Fund to the Fort Erie Native Friendship Centre in support of the implementation of an Indigenous Crosswalk at the Welland Farmers' Market.**

**10. OTHER NEW BUSINESS**

**11. IN CAMERA REPORTS**

## 12. ADJOURNMENT

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



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

**Thursday, June 22, 2023**  
**Niagara Regional Police Service - Headquarters**  
**Community Room 1st Floor, 5700 Valley Way, Niagara Falls**

---

PSB MEMBERS: B. Steele, A/Chair  
P. Chiocchio, Board Member  
L. Ip, Board Member  
N. Kapisavanhu, 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  
Superintendent B. Ash, District Operations  
Superintendent M. Giannico, District Operations  
Superintendent L. Greco, Executive Services  
Superintendent M. Lagrotteria, Corporate Services  
Superintendent J. Mackay, Operational Support  
Superintendent T. Waselovich, Emergency & Investigative Services  
A. Askoul, Director of Information Technology  
Inspector D. Gomez, Executive Officer to the Chief  
D/Sergeant K. Fiddes, Executive Officer to Deputy Chief  
D/Sergeant M. Ryan, Executive Officer to D/C Operations  
Sergeant B. Wills, Policy & Risk Management  
L. Rullo, Finance Manager  
S. Sabourin, Corporate Communications Manager  
M. Asher, Executive Assistant to the Chief

**1. CALL TO ORDER**

Due to technical difficulties and a major system failure with the audio and video equipment the morning of the meeting, the Board was unable to use videoconferencing (Zoom), public livestream (YouTube) or video record the meeting. The meeting was held in-person only.

The Public Meeting of the Niagara Police Services Board commenced at 9:41 am.

**1.1 Appointment as Acting Chair**

In accordance with Section 6.1(b) of the Board's Procedural By-law, in the absence of both the Chair and Vice-Chair at a meeting, Members of the Board are required to appoint a Chair for the purpose of presiding over the meeting. (Member Steele was confirmed to serve as Acting Chair by e-poll on June 16, 2023 and this item is before the Board for ratification purposes).

Moved by: L. Ip  
Seconded by: T. McKendrick

**That the Board appoint Member Bill Steele to preside as Acting Chair for the June 22, 2023 meeting.**

**Carried**

## 2. LAND ACKNOWLEDGEMENT STATEMENT

The Board began its meeting by acknowledging that the Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississauga's of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The Regional Municipality of Niagara Police Services Board stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

## 3. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

There were no declarations of conflict or pecuniary interest.

## 4. ADOPTION OF MINUTES

### 4.1 Minutes of the Public Board Meeting held Thursday, May 25, 2023

Moved by: P. Chiochio

Seconded by: L. Ip

**That the Minutes of the Public Board Meeting held Thursday, May 25, 2023 be adopted as circulated.**

**Carried**

## 5. REPORTS FROM BOARD CHAIR

**OAPSB Spring Conference & AGM** - The Ontario Association of Police Services Boards (OAPSB) hosted its annual Spring Conference and Annual General Meeting at the Marriott on the Falls Hotel in Niagara Falls from May 30 - June 1. The theme of this year's conference was "Collaborating for Community Safety", and the program featured a variety of special guest speakers, educational and learning sessions, as well as networking opportunities. There were approximately 200 delegates in attendance from across the Province. Chair Lawson, Members Chiochio, Kapisavanhu, McKendrick, Steele and Ms. Reid attended the conference.

**2023 Niagara Unity Awards Dinner** - On May 31, Chair Lawson joined Chief MacCulloch, Deputy Chief Flynn, and members of the Service at the Niagara Unity Awards Dinner. This event is held annually to showcase the successes of individuals, organizations and groups that have made an impact for the Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Plus (2SLGBTQI+) community in the Niagara Region.

**Pride Flag Raising Ceremony** - On June 1, Chair Lawson, Member Ip and the Board's Executive Assistant joined Chief MacCulloch and Members of the Service at Police Headquarters to participate in the PRIDE flag raising ceremony held to commemorate the beginning of Pride Month. The Board was pleased to join the Service in celebrating the diversity of the NRP workforce and to show its commitment and support to the 2SLGBTQI+ community.

**CAPG – Webinar Sessions** - The Canadian Association of Police Governance hosts monthly webinars as part of their educational strategy to keep police boards and police executives across Canada apprised of issues currently affecting the policing community. Board members attended a webinar on June 8 entitled, "Workplace Harassment and Other Legal Issues Boards Need to Know About". Members also attended a CAPG Governance Summit on June 13 for a presentation on the Independent Expert Panel's "Building Trust Through Bold Action" final report that was undertaken for the Thunder Bay Police Service. The next webinar is being held on July 18 at 1:00 pm for discussions of the challenges of recruiting police officers being a crisis or an opportunity. Board members are pre-registered and for those who cannot attend at the specific date/time, a recording of the session will follow once the webinar is completed.



**Grimsby Town Council Meeting - NRPS Overview** - On June 5, Chair Lawson, Chief MacCulloch, Inspector Sandy Staniforth and Staff Sergeant Chris Lemaich, attended Grimsby's Council meeting to provide a presentation on policing operations in Grimsby. The presentation focused on police resources, community initiatives, crime statistics and traffic enforcement measures followed by a question and answer session with Councillors. Issues raised included the hours of operations for the 8 District police facility, police follow up to calls for service, request for enhanced traffic enforcement measures/community safety zones, safety concerns during protest campaigns, increases in auto theft and gun violence, as well as the impact on police and the community when dealing with complex and unique social issues such as mental health, addiction, poverty and homelessness.

**Use Of Force Training Session - PSB Members** - The NRPS is hosting a Use of Force training session for all Board Members on July 18 from 9:00 am - 1:00 pm at the NRPS Training Unit in Welland. The goal of this session is to educate Board Members on the complex training front line officers receive, what authority NRPS officers operate under, and a unique hands-on training opportunity to experience various use of force situations while in a controlled environment.

**CAPG – Virtual Annual General Meeting** - The Canadian Association of Police Governance will be holding its Annual General Meeting virtually on July 19 from 12:00 – 2:00 pm. The meeting will include nominations for the Board of Directors for the 2023-2025 term, input for the CAPG's strategic priorities, the announcement of the recipient of this year's CAPG Board Award of Excellence in Police Governance and the appointment of the auditor/public accountant for the 2024 fiscal year. Members wishing to attend the meeting are asked to confirm with Board staff.

**Upcoming PSB Meeting** - There are no Committee meetings scheduled for the month of July. The next monthly Board meeting will be held on Thursday, July 27<sup>th</sup>, at 9:30 am in the Community Room at Police Headquarters.

## 6. REPORTS FROM THE CHIEF OF POLICE

### Operational Statistics:

#### *Attempted Homicides - Reporting Period of May 25 to June 19, 2023*

- 0 for this reporting period with a total of 2 for 2023 to-date, compared to year-end totals of 7 in 2022, 3 in 2021, 3 in 2020 and 2 in 2019.

#### *Homicides - Reporting Period of May 25 to June 19, 2023*

- 3 for this reporting period with a total of 5 for 2023 to date, compared to year-end totals of 10 in 2022, 6 in 2021, 5 in 2020 and 7 in 2019.

Homicide Incident of June 10, 2023 - At approximately 9:35 pm, 1 District uniform officers were called to the area of St. Paul Street West and Louth Street in St. Catharines, following the report of a shooting. When officers arrived, they located an adult male and adult female with injuries consistent with gunshot wounds. The male was pronounced deceased at the scene. The female was transported to hospital with life threatening injuries.

On June 13, Homicide Unit Detectives arrested a 46-year-old male suspect from Brampton and charged him with first degree murder, attempted murder and fail to comply with undertaking. He was held pending a bail hearing.

On June 15, the 40-year-old female victim involved in this incident succumbed to her injuries in hospital and due to her death, the accused male is now facing the updated charges of two counts of first degree murder and fail to comply with undertaking. He currently remains in custody. Homicide Unit Detectives continue to investigate this incident.

Homicide Incident of June 10, 2023 – Uniform officers from 1 District were called to the Niagara Detention Centre in response to a medical/emergency call for service. When they arrived, along with Niagara EMS paramedics, they located a 52-year-old male inmate who was without vital signs. First Aid/CPR was commenced before the male was pronounced deceased. Homicide Unit Detectives continue to investigate this incident.

*Life Threatening Motor Vehicle Collision (MVC) - Reporting Period of May 1 to May 31, 2023*

- 0 for this reporting period.

*Fatal Motor Vehicle Collisions (MVC) - Reporting Period of May 1 to May 31, 2023*

- 1 for this reporting period with a total of 9 for 2023 to date, compared to year-end totals of 18 for 2022, 21 in 2021, 16 in 2020, 13 in 2019 and 13 in 2018.

Fatal MVC Incident of May 2, 2023 – Uniform officers from 2 District along with Niagara EMS and the Niagara Falls Fire Department responded to a report of a serious single vehicle collision on Dorchester Road at Calaguero Drive in Niagara Falls. Police determined that a motor vehicle was travelling north on Dorchester Road at a high rate of speed when it left the roadway and struck a tree. A 35-year-old male from Fort Erie, who was the driver and lone occupant in the vehicle, was pronounced deceased at the scene. The incident is being investigated by Detectives from the Collision Reconstruction Unit.

**Enforcement Initiatives:**

**Methamphetamine Fentanyl and Cocaine Seized During Niagara Falls Search Warrant** - In May 2023, 2 District Street Crime Detectives commenced an investigation into the distribution of illegal drugs throughout Niagara Falls. On May 24, Detectives executed a search warrant at a residential address in the area of Kalar Road near Niven Street. In total, Detectives recovered a quantity of suspected crystal methamphetamine, cocaine and fentanyl with an estimated street value of over \$28,000. Detectives also seized a replica firearm and \$1,200 of Canadian currency believed to be the proceeds of crime.

As a result of the investigation, three individuals have been arrested. A 38-year-old Niagara Falls male, a 25-year-old Oakville male, and a 20-year-old Hamilton male and are facing several drug trafficking related charges. The Niagara Falls and Oakville males were also charged with fail to comply with release order and were held pending a bail hearing. The third male was released on a Form 10 Undertaking.

**St. Catharines Officer Recovers Loaded .38 Caliber Revolver During Traffic Stop** - On May 27, an officer from 1 District was on general patrol in the area of Church Street near Niagara Street in St. Catharines when the officer observed a 2006 motor vehicle with improperly registered licence plates attached. A traffic stop was conducted and upon speaking with the driver, the officer observed several packages of individually wrapped cannabis inside the vehicle. The driver was placed under arrest and the vehicle was subsequently searched. A fully loaded .38 caliber “snubnosed revolver” was located under the driver’s seat. In addition, a quantity of suspected cannabis, cocaine, fentanyl, and a 15-inch hunting knife with a 10-inch fixed blade was recovered. A 19-year-old male from Brampton, who was the driver and lone occupant in the vehicle, was arrested and charged with several firearm possession and drug trafficking offences. He was held for a bail hearing and was remanded into custody.

**St. Catharines Patrol Officers Seize Loaded 12 Gauge Shotgun** - On May 31, officers from 1 District responded to a commercial parking lot located on Welland Avenue near Geneva Street in St. Catharines regarding an armed person. Information provided by the complainant was that they were approached by the male suspect who was offering to sell drugs while wearing a backpack with what appeared to be the handle of a shotgun sticking out. Officers arrived on scene and located the suspect. He was arrested and found to be in possession of a loaded 12-gauge shotgun and an additional five rounds of ammunition. The 30-year-old suspect of no fixed abode was arrested and charged with several possession of firearm offences and fail to comply with probation order. The male was held for a bail hearing.

**Male Arrested Following Reports of an Armed Person in Niagara Falls** - On June 6, uniform officers from 2 District responded to a parking lot on Drummond Road near Dunn Street in Niagara Falls for a report of a man armed with a rifle. The initial information received was that a male had exited a black SUV in a parking lot and was manipulating and loading a large capacity rifle. When the officers located the SUV, the suspect male was still holding the rifle and he was arrested at gun point. While being placed in the rear of the police vehicle, the male became violent and physically refused to enter the vehicle. In the struggle, the male kicked two officers in chest. The male was eventually secured in the police vehicle.

The rifle was determined to be a replica “Airsoft” carbine rifle with a working slide and removable magazines. There was no indication that the rifle was a replica (e.g., orange tip). Within the suspect’s SUV, officers located and seized a black satchel containing a quantity of suspected blue and pink fentanyl, crystal methamphetamine and cocaine along with over \$4,000 in Canadian currency. A 45-year-old Fort Erie male has been arrested and charged with various drug and weapons related offences. He was held in custody pending a bail hearing.

## **7. PRESENTATIONS**

### **7.1 NRPS Corporate Communications and Media Relations**

A presentation was scheduled about the operations of the NRPS Corporate Communications Unit, which is responsible for the coordination of internal and external public communications for the Niagara Regional Police Service, including Media Relations and for managing activities related to the news media and social media.

Due to technical difficulties and the inability for public viewing of the presentation, the item was deferred to the September 28, 2023 Board meeting.

Moved by: N. Kapisavanhu  
Seconded by: T. McKendrick

**That the presentation be deferred to the September 28, 2023 Public Board Meeting.**

**Carried**

## **8. CONSENT AGENDA**

### **8.1 Annual Report - Collection Preservation and Control of Evidence and Property - January 1 to December 31, 2022**

Service report dated June 9, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 212-2000.

### **8.2 Annual Report - Criminal Harassment - January 1 to December 31, 2022**

Service report dated June 2, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 220-2000.

### **8.3 Annual Report - Explosives - January 1 to December 31, 2022**

Service report dated May 10, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 246-2000.

### **8.4 Annual Report - Fraud and False Pretence Investigations - January 1 to December 31, 2022**

Service report dated April 27, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 230-2000.

### **8.5 Annual Report - Hostage Rescue - January 1 to December 31, 2022**

Service report dated April 27, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 243-2000.

### **8.6 Annual Report - Internal Task Forces - January 1 to December 31, 2022**

Service report dated May 17, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 202-2000.

### **8.7 Annual Report - Management of Police Records - January 1 to December 31, 2022**

Service report dated May 26, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 291-2009.

**8.8 Annual Report - Officer Note Taking - January 1 to December 31, 2022**

Service report dated May 18, 2023 submitted in accordance with the annual reporting requirements set out in Board Bylaw 214-2000.

**8.9 Annual Report - Ontario Sex Offender Registry - January 1 to December 31, 2022**

Service report dated May 18, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 318-2012.

**8.10 Annual Report - Police Response to High-Risk Individuals - January 1 to December 31, 2022**

Service report dated May 18, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 340-2013.

**8.11 Annual Report - Police Uniforms - January 1 to December 31, 2022**

Service report dated June 9, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 259-2003.

**8.12 Annual Report - Preliminary Perimeter Control and Containment - January 1 to December 31, 2022**

Service report dated May 18, 2023 submitted in accordance to the annual reporting requirements set out in Board By-law 355-2014.

**8.13 Annual Report - Search and Seizure - January 1 to December 31, 2022**

Service report dated May 23, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 203/204-2000.

**8.14 Annual Report - Sexual Assault Investigations - January 1 to December 31, 2022**

Service report dated May 23, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 313-2011.

**8.15 Annual Report - Tactical Units - January 1 to December 31, 2022**

Service report dated April 24, 2023 submitted in accordance with the annual reporting requirements set out in Board By-law 242-2000.

**8.16 NRPS Financial Variance Overview - Period Ending March 31, 2023**

Service report dated May 26, 2023 submitted in accordance with 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 March 31, 2023.

Moved by: L. Ip

Seconded by: N. Kapisavanhu

**That the information be received.**

**Carried**

**9. NEW BUSINESS**

Prior to the Board considering the Special Fund requests (Items 9.4 - 9.7), Acting Chair Steele highlighted that the "Special Fund" does not form part of the police operating budget and is separate from the Regional tax base. The "Special Fund" is a discretionary pool of funds, which is used for grants and donations. Disbursements from the fund are made in accordance with guidelines provided in the Police Services Act, and with Board By-Law 376-2018, Special Fund Administration, Limitations and Guidelines.

### **9.1 Budget Planning - 2024 Operating and Capital Budget**

Service report dated June 2, 2023 requesting Board approval of the draft 2024 budget planning timetable in accordance with the Regional Budget Planning By-law 2019-79, which will be considered at the Region's Budget Review Committee of the Whole meeting on July 20, 2023, along with the recommended 2024 budget guidance target for Agencies, Boards and Commissions (ABCs), and notification from the Service that the anticipated 2024 budget pressures are projected between 4.8% and 5.8% over the approved 2023 Operating Budget.

Moved by: T. McKendrick  
Seconded by: P. Chiochio

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

**Carried**

### **9.2 Police Services Board Public Order Unit Bylaw - Revision**

Memo dated June 5, 2023 from Deb Reid, Executive Director, Niagara Police Services Board, providing a revised by-law to establish policy respecting the Public Order Unit as required for compliance with O. Reg. 3/99, Adequacy and Effectiveness of Policing Services, and the Ontario Ministry of the Solicitor General Policing Standards Manual.

Moved by: N. Kapisavanhu  
Seconded by: L. Ip

**That the Board adopt By-law No. 401-2023 as appended to the report and authorize the Board Chair and Executive Director to execute the required documentation.**

**Carried**

### **9.3 Records Management System (RMS) - Annual Maintenance and Support**

Service report dated May 31, 2023 requesting payment approval for the continuation of the Records Management System (RMS) annual maintenance and support being provided to the Niagara Regional Police Service by Versaterm as indicated in the attached invoice and included in the 2023 Technology Services Operating Budget.

Moved by: P. Chiochio  
Seconded by: T. McKendrick

**That the Board approve payment of Contract Invoice INV21-00426 in the amount of \$207,731.95, including HST (net of rebates), to Versaterm for maintenance and support of the Service Records Management System (RMS) for the period of June 1, 2023 to May 31, 2024.**

**Carried**

### **9.4 Special Fund Request - Canadian Association of Police Governance**

Correspondence dated May 31, 2023 from Deb Reid, Executive Director, Niagara Police Services Board, providing a copy of communication received from Jennifer Malloy, Executive Director, Canadian Association of Police Governance (CAPG), requesting a donation to support the 34th Annual CAPG Conference. (Previous donations: 2002 - \$2,000, 2003 - 2006 - Gift items/raffle prizes; 2007 - 2020 - \$1,000, 2021 - \$1,500, 2022 - \$1,000)

Moved by: L. Ip  
Seconded by: P. Chiocchio

**That the Board approve a donation in the amount of \$1,000.00 from the Special Fund for its continued sponsorship to the Canadian Association of Police Governance (CAPG) Annual Conference.**

**Carried**

**9.5 Special Fund Request - Canada Beyond the Blue Gala**

Service report dated May 17, 2023 requesting the Board approve the purchase of a table at the Beyond the Blue Champions of Change Awards Gala being held in Toronto at the Palais Royale Ballroom on September 14, 2023. (This is a first time Special Fund request.)

Moved by: N. Kapisavanhu  
Seconded by: L. Ip

**That the Board approve a donation in the amount of \$1,537.50 from the Special Fund for the purchase of one table at the Beyond the Blue Champions of Change Awards Gala.**

**Carried**

**9.6 Special Fund Request - Crime Stoppers of Niagara**

Service report dated June 12, 2023 requesting the Board approve a donation to Crime Stoppers of Niagara for a hole sponsorship and the registration of a NRPS golf foursome at the Crime Stoppers' annual golf tournament being held September 25, 2023 at Lookout Point Golf Club in Pelham, Ontario. (Previous donations: 2007 and 2014 - \$5,000 (Annual Conferences); 2019 - \$400; 2022 - \$1,250 (Annual Golf Tournaments).

Moved by: P. Chiocchio  
Seconded by: N. Kapisavanhu

**That the Board approve a donation in the amount of \$1,250.00 from the Special Fund to Crime Stoppers of Niagara for a hole sponsorship and the registration of a NRPS golf foursome at the 2023 Annual Golf Tournament.**

**Carried**

**9.7 Special Fund Request - Wise Girls Tee Party**

Service report dated June 12, 2023 requesting the Board approve the purchase of a "Red Tee" corporate sponsorship for the Wise Girls Tee Party golf tournament being held August 14, 2023. Funds raised at the event will provide financial support to beneficiaries in Niagara including Niagara Children's Centre, Family and Children's Services (FACS), Pathstone Foundation, Kristen French Child Advocacy Centre, Socks for Change, and Habitat for Humanity to name a few. (This is a first time Special Fund request.)

Moved by: T. McKendrick  
Seconded by: L. Ip

**That the Board approve a donation in the amount of \$1,000.00 from the Special Fund for the purchase of a "Red Tee" sponsorship at the Wise Girls Tee Party golf tournament.**

**Carried**

**10. OTHER NEW BUSINESS**

There was no other new business raised or discussed.

**11. IN CAMERA REPORTS**

There were no in camera reports.

**12. ADJOURNMENT**

The Police Services Board adjourned 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.

The Public Meeting adjourned at 10:04 am.

---

Jen Lawson, Chair

---

Deb Reid, Executive Director



# Niagara Regional Police Service Opioid Enforcement and Education Unit (OEEU)

**Niagara Regional Police Services Board Presentation**

**Thursday July 27, 2023**

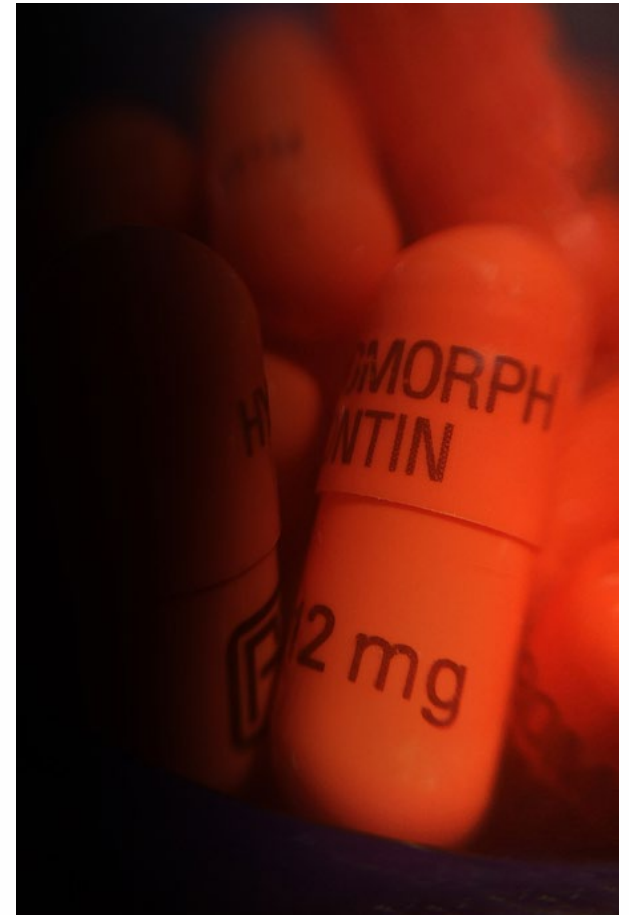
Detective Constable Jeremy  
DiFranco #9476

Detective Constable Jordan  
Meffe #9602



# Opioid Enforcement and Education Unit (OEEU)

- The OEEU was established in 2017 with the objective to reduce the availability of Opioids in the Niagara Region. OEEU is also mandated to raise public awareness and provide education regarding the dangers of opioid misuse.
- 3-year funding cycle from the Provincial Community Safety and Policing Grant.
- The OEEU consists of 2 Detective Constables, within Special Investigative Services.



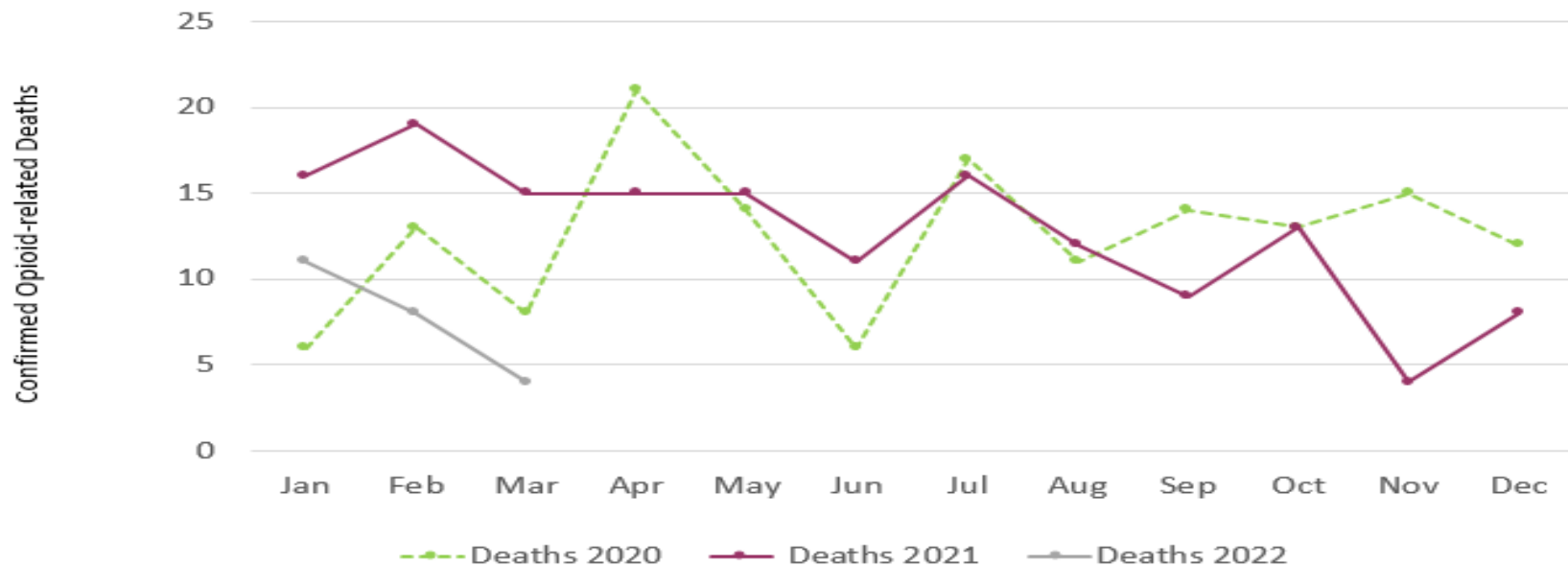
# Education

- OEEU is mandated to raise public awareness and provide education regarding the dangers of opioid misuse.
- Educating front line officers, investigators, and partnering agencies regarding drug trafficking related investigations.
- Monitor and assess new trends related to the opioid epidemic.
- Continue membership within 3 workings groups in the community which include:
  - Overdose Prevention Education Network of Niagara (OPENN)**
  - Niagara Health System – Program Advisory Committee (PAC)**
  - Community Addiction Services of Niagara (CASON)**
- Liaise with Public Health regarding various findings related to OEEU investigations. *Assist with Public Health Joint Initiatives i.e., Prescription Drug Drop Off Day 2022.*

# Opioid Related Deaths in Niagara

- In 2019, there were 93 confirmed opioid-related deaths in Niagara.
- In 2020, there were 149 confirmed opioid-related deaths In Niagara [60% increase].
- In 2021, there were 165 confirmed opioid-related deaths in Niagara

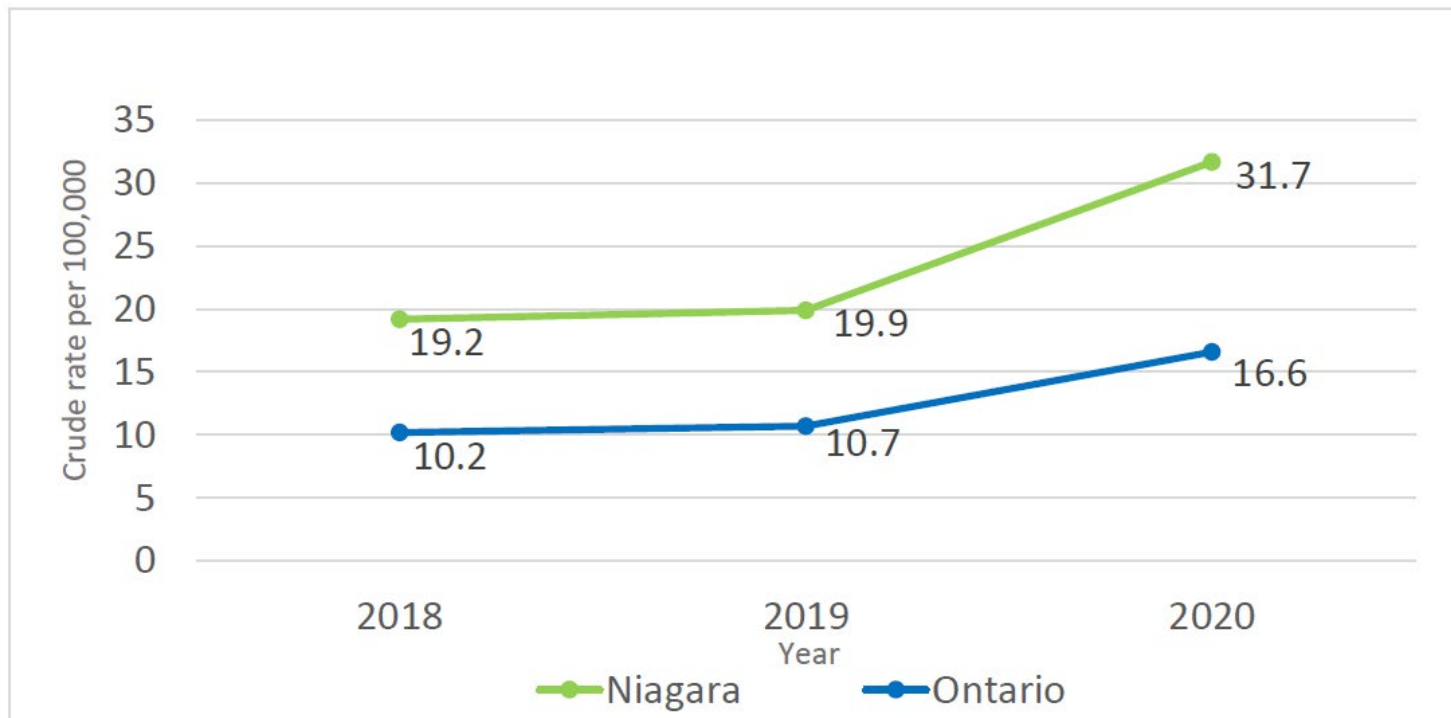
*(This does not include probable opioid overdose deaths and therefore is subject to change).*



Data Source: Coroner's Opioid Investigative Aid, Office of the Chief Coroner for Ontario, 2020-22;  
Data is preliminary and subject to change without notice.

# Opioid Related Deaths in Niagara Continued

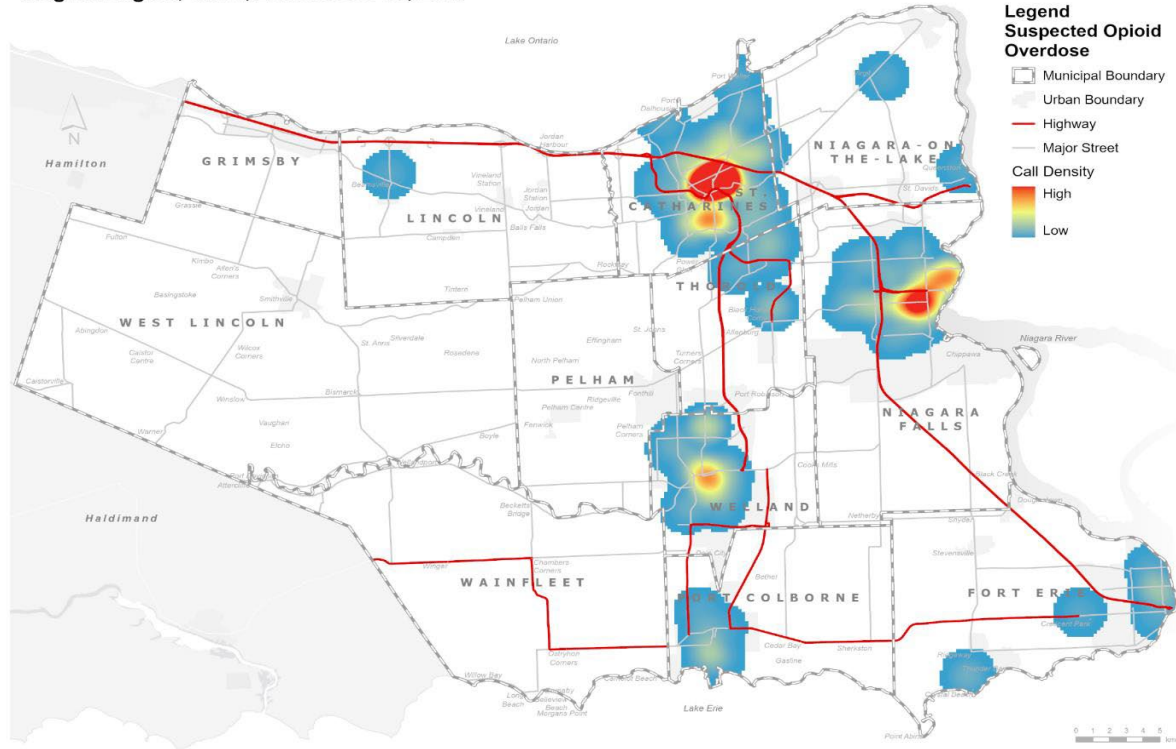
From 2018-2020 the opioid-related death rate in Niagara has been almost double the rate for Ontario



Data Source: Coroner's Opioid Investigative Aid, Office of the Chief Coroner for Ontario, 2018-20;  
Data is preliminary and subject to change without notice.

# Suspected Opioid Overdoses Responded to by Niagara Emergency Medical Services (EMS)

Suspected Opioid Overdose Calls Received by Emergency Medical Services  
Niagara Region, Jan 1, 2021 to Dec 31, 2021



In 2021, there were 1001 Niagara EMS responses to suspected opioid overdoses, 52% of calls related to suspected opioid overdoses occurred in St. Catharines while 24% occurred in Niagara Falls

# New – “Victim Centric Model”

- OEEU has learned of a growing number of criminal investigations occurring across Canada which assesses the causal association between drug trafficking and overdose related deaths.
- Identified ‘blind spot’ to overdose related death investigations.
- Missing valuable intelligence gathering opportunities by not investigating the person(s) responsible for selling toxic drugs.
- Families left with unanswered questions and feeling unsupported by police.
- In January of 2022, the OEEU took a new approach to opioid-related death investigations to address this profound community issue.

# “New” Objectives

- As the OEEU shifted to a “Victim Centric Model,” so did its’ objectives. Various Drug Units across the Niagara Regional Police continue with their objectives of reducing the availability of harmful substances in the Region.
- Our “New” Objectives align with the principles of the Ontario Police Services Act which are as follows:
- Provide truth to a grieving family with the chronology of events leading up to the death of their loved one.
- Where possible hold the drug trafficker accountable, whatever the offence may be. *i.e., Manslaughter, Criminal Negligence Causing Death, Traffic in a Substance, etc...*
- Leave the family better supported by police (*Providing Victim Services and CASON grief counselling support*).

# Overdose Deaths

Have continued to steadily increase in the Niagara Region

## Moving Forward with OEEU

OEEU will be running a separate but parallel investigation into Opioid related sudden deaths with sections 5(1) in mind to identify sources and look toward future 5(2) investigations	OEEU will also be providing follow up support to surviving family members of overdose victims	OEEU will be liaising with the Forensic Services Unit and District Detectives Offices.	OEEU will provide education to frontline officers to assist with gathering evidence and the safe handling of exhibits
--	---	--	---

## Keep In Mind

**S.5(1) of the CDSA:** No person shall traffic in a substance included in schedule I, II, III or IV or in any substance represented or held out by that person to be such a substance.



# What We Do

- Divisional Detectives-Attend the scene, gather evidence, complete canvasses....start an investigation into the circumstances of the death
- Reach out to the family, conduct interviews, gather a history, manage family expectations
- Identify the substance and source
- Liaise with investigating Coroner, Pathologist, Toxicologist, Health Canada
- Determine exact COD, continuity between drug trafficking event, the consumption and death, Identify suspect(s), establish relationship between trafficker and deceased, was this exploitive? Is this in the interest of the public? Crown Consult
- PROVIDE ANSWERS TO A GRIEVING FAMILY, SERVE OUR COMMUNITY, Referrals to Community Support Agencies like Victim Services and CASON. Support family through court process

# 2022 OEEU Overview

- To date, five sets of serious criminal charges in relation to overdose deaths have been laid. Charges include(s) Manslaughter, Criminal Negligence Causing Death and/or Trafficking in a Controlled Substance.
- In 2022, there were 110 confirmed opioid related deaths. (This does not include probable opioid overdose deaths and therefore is subject to change).
- In 2022, the OEEU conducted a review of 51 of these overdose cases.
- In 2022, the OEEU were able to conduct a further comprehensive investigation on 15 of these reviewed cases.
- In 2022, the OEEU was able to lay criminal charges in 3 of these cases.

# Investigative Resources

\*Investigative Resources Evaluated from OEEU's 2022 worked cases\*

*Average Length of Investigation: **6 months***

*Average Amount of Officers Involved: **22 officers***

*Average: Units Involved: **9 Units***

*Average Number of Arrests: **2 Arrests***

*Average Number of Charges: **5 Charges***

*Average Number of Interviews: **16 Interviews***

*Average Number of Judicial Authorizations: **6 Authorizations***

**Outside Agencies Also Include: The Chief Coroner's Office, Niagara Health System Pathologist Office, Centre for Forensic Sciences, the Provincial Crown Attorney's Office, Victim Services of Niagara, & CASON services.**

# View of the Courts

- In the case of R v Sojka, which led to a guilty plea in the death of Easton Hannahson, Justice Calderwood stated the following during sentencing:

**“Opioids, particularly fentanyl, are ravaging our society and destroying lives and families and, as often said, is a scourge on society...The scope of the problem, the pain and loss caused by it directly and through its ripple effects, remains alarming and constitutes a public health crises...Its unbearable impact is tragically all too clear in the case before me today.”**

- In the case of R v Sutton, which led to a guilty plea in the death of Gary Splonick, Justice L Robinson stated the following during the sentencing:

**“It is trite to say you have got to hit rock bottom before you realize what you need to do to fix things and you do not get much more bottom than this- a substantial penitentiary sentence on the drugs and being responsible for the death of one of your friends.”**

# Family's Thoughts

- “Ted and I are so appreciative that our St Catharines Police Dept has invested in a task force that can help the community and families with what Judge Calderwood deemed as a National Health Crisis. The amount of work and dedication and funds it takes to even put a dent in this epidemic must be overwhelming on the staff and services of a police force. However making it a priority has given us closure as a family that so many other families do not receive. Thank you both again for doing an outstanding job.”

*Marnie and Ted Hannahson*

- “Thank you for your perseverance when bringing us closure on the death of our son Gary, we appreciated your empathy as we took this journey together. Fentanyl kills.”

*Lynda and Gary Splonick*

**Solicitor General**

Office of the Solicitor General  
25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416 326-5000  
Toll Free: 1-866-517-0571  
SOLGEN.Correspondence@ontario.ca

**Solliciteur général**

Bureau du solliciteur général  
25, rue Grosvenor, 18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél. : 416 326-5000  
Sans frais : 1-866-517-0571  
SOLGEN.Correspondence@ontario.ca



132-2023-1239  
**By email**

July 17, 2023

Jen Lawson  
Board Chair  
Regional Municipality of Niagara Police Services Board  
5700 Valley Way  
Niagara Falls ON L2E 1X8  
[Deb.Reid@niagarapolice.ca](mailto:Deb.Reid@niagarapolice.ca)

Dear Chair Lawson:

Thank you for your correspondence regarding the Regional Municipality of Niagara Police Services Board's request for a proposed amendment to section 31 of the *Community Safety and Policing Act, 2019* (CSPA) and addition of the defined term "community member" appointed to a police service board. As Solicitor General of Ontario, I appreciate the opportunity to respond.

You are correct that there are no legal restrictions preventing lower-tier municipal councillors or employees from being eligible for appointment to an upper-tier municipality's police service board under section 31 of the CSPA. Appointees to the board who must be neither a councillor or employee of the municipality that maintains the board, are not required to be "community members" under the CSPA. However, the board is required to consider the factors set out in subsection 33 (1) when appointing members of the board, which include the need to ensure the board is representative of the area it serves.

Thank you for your comments. We have noted them for consideration as we continue the ongoing work related to the *Community Safety and Policing Act, 2019*.

Thank you again for taking the time to write.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Kerzner".

Michael Kerzner  
Solicitor General



REGIONAL MUNICIPALITY OF NIAGARA  
**POLICE SERVICES BOARD**

5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

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

March 27, 2023

**SENT BY EMAIL ONLY**  
[michael.kerzner@ontario.ca](mailto:michael.kerzner@ontario.ca)

The Honourable Michael Kerzner  
Solicitor General of Ontario  
Ministry of the Solicitor General  
18th Floor, 25 Grosvenor Street  
Toronto Ontario  
M7A 2Y6

**Re: Request for Amendment to the *Community Safety and Policing Act, 2019*,  
Section 31 – Municipal Police Services Board Community Appointments**

Dear Minister Kerzner:

As Chair of the Regional Municipality of Niagara Police Services Board, I have been asked by the Board to forward this letter to you to request an amendment to Section 31, of the *Community Safety and Policing Act, 2019*.

The composition of municipal police services boards is outlined in Section 27 of the current *Police Services Act (PSA)* and Section 31 of the new *Community Safety and Policing Act, 2019 (CSPA)*.

Section 27 of the current PSA describes that police services boards shall consist of “*one person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality,*” and Section 31 of the new CSPA states that boards shall consist of “*one person appointed by resolution of the municipality, who is neither a member of the municipal council nor an employee of the municipality.*”

The Niagara Region is a two-tier Regional government structure, comprised of 12 local area municipalities and one Regional Council. The term “council” is and always has been appropriately interpreted to mean the council of the upper tier municipality as it is this council that makes appointments to the police services board. However, the language in both Acts does not take into consideration a two-tier government structure in terms of the appointment of a community member to the board. The current and proposed language could be interpreted so as to mean that local area municipal councillors and employees from any of our 12 municipalities would be eligible to apply as the community member representative to serve on the police services board.

The Niagara Police Services Board believes that the language in the new CSPA does not make clear that the individual selected to serve in this capacity should be a representative from the community, and not an elected official or employee from a lower-tier area municipality. For greater clarity, the CSPA should define “community member” as a person who is neither a member of the regional or local area municipal councils, nor an employee of the district, regional or metropolitan municipality.

This request for a proposed amendment to the CSPA is an important opportunity for the Province to provide greater clarification on the composition of a police services board and will deliver enhanced transparency in the municipal council appointment process.

Thank you in advance for your consideration of the above amendment. We look forward to continuing to engage with the Ministry as new regulatory proposals under the CSPA are brought forward.

Yours truly,



Jen Lawson  
Board Chair

- c. Vice-Chair and Members, Niagara Police Services Board  
Chief of Police B. MacCulloch, Niagara Regional Police Service  
Regional Clerk A. Norio, Niagara Region  
Chairs, Big 12 Police Services Boards  
President, Ontario Association of Police Services Boards  
D. Tilley, Policing Services Advisor – Zone 4, Ministry of the Solicitor General





# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

PUBLIC AGENDA

---

**Subject:** Youth in Policing Initiative Program Summer of 2023  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-07-10

---

### Recommendation(s)

**That the Niagara Regional Police Services Board accept the following information as background to the Youth in Policing Initiative (YIPI) that has been implemented for the summer of 2023. The program is funded by the Ministry of Children, Community and Social Services (MCCSS) and the Board previously agreed to an integrated agreement for funding.**

### Key Facts

- The purpose of this report is to provide the Board with information involving the Niagara Regional Police Service (NRPS) and the 2023 YIPI program.
- The YIPI program is included in the 2022-2025 Strategic Plan to foster youth engagement and enhance relationships with youth.
- The NRPS has hired four students within the age requirements from three schools in Niagara. All applicants went through a Human Resources hiring process.
- The program is being administered by 3 District Community Oriented Response and Engagement (CORE) officers.
- The program offers employment opportunities that will include first aid/CPR training, working at a camp in partnership with the Niagara Safety Village, park clean ups, engagement with several NRPS units, and working on a fundraiser project among other personal development activities, while being mentored by police officers.

### Financial Considerations

All wages and benefits are covered by this funding agreement and there no financial impact to the Service. Officers who are facilitating the program are already budgeted in the 3 District CORE budget.

### Analysis

The YIPI program is a youth employment initiative that has been in existence for several years though MCCSS and involved police services. The NRPS had previously engaged in the program prior to the COVID-19 pandemic. The program is now administered by 3 District CORE officers who will be engaged, build relationships, mentor the youth, and

provide oversight. The program provides opportunities for youth to work within the community, develop their skills, and develop a better understanding of the roles of officers within the community. The program is designed for youth aged 15-18 years, who are reflective of the diversity of the community.

The 2022-2025 Strategic Plan outlines an objective of fostering youth engagement, which includes the development of a YIPI program. The program will offer engagement with several units within the NRPS, which help expand recruiting efforts to promote the NRPS as being an employer of choice.

The YIPI program is designed to enhance relationships between officers and the community through a positive working environment. The NRPS is motivated in making the 2023 YIPI program the foundation to build on, with hopes of becoming a sought-after employment experience within the community.

### **Alternatives Reviewed**

The Service did not consider alternatives to the YIPI program.

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

The second goal of the Board's 2022-2025 Strategic Plan is Community Engagement and Collaboration. This goal includes an objective to foster youth engagement with a target in the first year to 'develop a Youth in Policing Initiative'. Subsequent years target the increase of youths engaged by 10%.

The YIPI program is directly related to the Strategic Plan and will meet the target for 2023.

### **Relevant Policy Considerations**

Not applicable

### **Other Pertinent Reports**

- 2022-2025 Niagara Regional Police Service Strategic Plan
- Niagara Regional Police Services Board Report, Budget Submission dated 2023-06-29
- Youth in Policing 2023 Budget Submission (Pre-approved by e-Poll June 29, 2023)

*This report was prepared by Sandy Staniforth, Inspector, 3 District; reviewed by Brian Ash, Superintendent, District Operations. Recommended by Brett Flynn, Deputy Chief, 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:** 2022 – 2025 Strategic Plan Status Update  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-07-21

---

### Recommendation(s)

**That the Niagara Police Services Board accept the 2022 - 2025 Strategic Plan Year 1 Compliance report.**

### Key Facts

- The purpose of this report is to provide a status up-date on the Service's performance measures and targets identified in the 2022-2025 Strategic Plan.
- This is the first time that the Service has prepared a 4-year plan.
- Overall, the Service demonstrated its capacity to adjust to the changing environment experienced in Year 1 of the Plan.
- Appendices 1 - 7 provides a comprehensive and detailed overview of Year 1.

### Financial Considerations

There are no financial implications relating to the recommendations contained in this report. Approved operational budget and provincial grants support the Plan.

### Analysis

The Adequacy Standards Regulation directs the Service to provide a status report up-date on its current Strategic Plan. This report details all goals, objectives, performance metrics, targets and outcomes contained in the 2022 - 2025 Strategic Plan.

At a high level, the following highlights the 2022 - 2025 Strategic Plan compliance outcome:

- a. The main objective of the RTOC is to assist front line and investigative units by providing near time actionable intelligence. The RTOC plays a crucial role in notifying police of emerging events and our cameras are implemented on an incident basis and through intelligence led crime preventions. This strategic and intelligence driven approach assists police in obtaining crucial information to

optimize public safety to the residents and visitors to the Niagara Region. During this calendar year, the RTOC has responded to 4,174 calls for service including 2 homicides, 109 reported armed persons, 95 assaults, 306 disturbances, 110 mental health calls, 41 robberies, 16 reported stabbings, 2 shootings, 242 suicidal persons and 28 weapons calls. During this period, the RTOC Unit was used to monitor cameras positioned during the Freedom Convoy Protest monitoring both the Peace Bridge and Rainbow Bridge.

- b. In 2022, the Service piloted a Mobile Crisis Response Team (MCRT) in Welland. The program was extremely successful; and we have requested further funding from SOLGEN in 2023 - 2024 fiscal year. The Team, which includes a police officer and a CMHA mental health/crisis worker, responded to 1,263 calls in 222 (or 105 calls a month). In total, 663 persons were diverted from the hospital. This was a 92% diversion rate.
- c. An Information Management and Governance (IM&G) training workshop was held in May to explore, guide and train the IM&G Committee on the principles of IM&G. The training reviewed the current governance framework; reviewed policy and assessed the current state; and aided in the development of an IM&G roadmap. It also educated the committee on IM&G best practices for organizing, storing, and utilizing various information digital assets for NRPS to be more effective in managing and using its data and information resources.
- d. In 2022, the Service conducted an annual review of established protocols. Highlights included:
  - Human Trafficking Protocol- A review of the protocol was implemented by the Human Trafficking supervisor, Sgt. Ryan McComber, in cooperation with involved partner agencies and advocacy centers. Various amendments were identified. (Note: It is anticipated that the Protocol review will be completed mid-2023, with the results being reflected in Year 2 - Strategic Plan reporting requirements).
  - Child Abuse Protocol - A review of the protocol was implemented by SVU supervisor, S/Sgt Brett Atamanyk in cooperation with involved partner agencies and advocacy centers. Various amendments were identified. (Note: It is anticipated that this Protocol review will be completed in mid-2023, with the results being reflected in Year 2 - Strategic Plan reporting requirements).
  - Anonymous 3rd Party Sexual Assault Reporting Protocol - A review of the protocol was implemented by SVU supervisor, S/Sgt. Mike Casella and Sexual Assault supervisor, Sgt. Derek Gandza, in cooperation with involved partner agencies. Various amendments were identified. (Note: It

is anticipated that this Protocol review will be completed in the fall of 2023, with the results being reflected in Year 2 - Strategic Plan reporting requirements).

- Sexual Assault Protocol- A review of the protocol was implemented by SVU supervisor, S/Sgt. Casella and no required amendments were identified.
  - Provincial Human Trafficking Intelligence-Led Joint Forces Strategy - A partnership with 20 other Ontario Police Services including the OPP who lead and manage this initiative. This program is designed to combat multi-jurisdictional human trafficking organizations. Regularly met with partner police agencies
- e. The ICE unit was unable to meet the set target of 20 presentations (No presentations) to "identified youth and school officials" due to various factors and challenges documented below:
- When the metric/target was finalized for the current Strategic Plan, the NRPS School Resource Office program (SRO) was still in existence and relied upon to provide such presentations to youth and school officials.
  - Since that time, school boards have changed their sentiment towards NRPS school programs and officer presence in schools, due in part to political pressures from special interest groups. As a result, the SRO program was-disbanded, and presentations ceased.
  - Furthermore, the ICE Unit experienced a significant increase in investigations due to OCEAN referrals in 2022, which created an overwhelming workload for investigators. As a result of investigative priorities/strict deadlines, were such that the ICE Unit was unable to commit resources to explore a solution to the school presentation issue.
  - More recently, S/Sgt. Mike Casella directed ICE supervisor Sgt. Jay Myers to reach out to area school boards to determine their current interest in reviving presentations to youth/school officials.
  - Based on positive feedback/sentiment from school boards and in conjunction with the additional ICE position being created in 2023 to help alleviate workload demands, we will be in a better position to work towards the 2023 target.
- f. On June 18, 2022, members of the Marine Unit attended the Kids Ultimate Challenge event in St. Catharines. Over 700 families attended the event, and the Marine Unit had a display and provided waterway safety information to families in attendance.

- g. On July 22, 2022, the Marine Unit initiated a social media public service announcement regarding Drowning Prevention Week.
- h. On July 29, 2022, the Marine Unit initiated a social media public service announcement regarding Alcohol and Vessels
- i. Throughout the 2022 boating season, high visibility patrols were conducted in areas of Greater Niagara Boat Club and Niagara Rowing Club on Welland River to address waterway safety and vessel operation.

j. Compliance Crisis Intervention Training:

The Training Unit aggressively canvassed Divisional Commanders for members requiring the Crisis Intervention Course. Unfortunately, due to front line staffing shortages and the fact that one of the 3 scheduled CIT courses, had to be cancelled.

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

Wellness initiatives, such as lunch Yoga. Check with him regarding these targets. Initiatives included:

- 2022 8-week challenge
- Trauma Aware Yoga February 26 and 27
- Family Skate on March 19, 2022
- Niagara Beyond the Blue Yoga June 7, 14, 21, 28
- November 9, 2022 Flu Clinic

- l. NRPS was one of four police services that SolGen selected as early adopters for the Digital Evidence Management (DEM) onboarding program.

On May 6, 2021, the NRPS was formally onboarded on the Provincial DEM system. A Ministry of Solicitor General (SolGen) MOU Agreement and Axon Contract were executed for five years with an option to renew two additional one-year extensions in favor of SolGen.

Since the go-live date, and May 1, 2023, The Service imported approximately 151,000 files to evidence.com. This is in addition to the 11,000 CEW logs stored and managed within e.com.

The following members are trained and actively using evidence.com:

- Courts (POA, Quality Assurance Admin, File Manager, OEMS Support)
- DVU, SAU, CAU, OMU, Missing Persons Unit, Human Trafficking
- Fraud
- TEU
- 54 SOCO members
- CIB/Street Crime
- Records (FOI Analysts, Supervisors, Manager, Records Analysts)
- Forensics Video Analysts
- Forensics Sergeant, Technicians and 2 D/PC's
- Crime Analysts and District Crime Analysts
- RTOC Analysts
- Major Crime
- Policy and Risk

We will be onboarding the remaining units below in 2023:

- Traffic Reconstruction (scheduled for May)
- MSU (scheduled for June)
- Special Investigative Services
- Emergency Response Unit
- District Front-line
- Professional Standards
- Forensics (remaining members)

For a complete accounting of our progress, see Appendices 1 - 7 attached.

The Service worked diligently on keeping the Strategic Plan on track in the midst of dealing with a global pandemic. Our priorities were adjusted to keep the community and our members safe during an unprecedented time in all of our lives. Overall, the Service was successful in achieving the goals of a Strategic Plan that was developed in a pre-COVID-19 period.

### **Alternatives Reviewed**

Not applicable.

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

This report is for information purposes and has no immediate strategic priorities.



## Relevant Policy Considerations

PSB By-law 356-2015.

## Other Pertinent Reports

Not applicable.

*This report was prepared by Paul P. Divers, Ph.D., Corporate Analyst 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 Corporate Services – Year1 Reporting Requirements (2022)
- Appendix 2 District Operations – Year1 Reporting Requirements (2022)
- Appendix 3 Emergency & Investigative Services – Year1 Reporting Requirements (2022)
- Appendix 4 Executive Services – Year1 Reporting Requirements (2022)
- Appendix 5 Operational Support – Year1 Reporting Requirements (2022)
- Appendix 6 Technology Services – Year1 Reporting Requirements (2022)
- Appendix 7 DC Support Services and Executive Officer – Year1 Reporting Requirements (2022)

## Appendix 1

### 2022 – 2025 Strategic Plan Year 1 Reporting Requirements (2022)

#### Champion: Corporate Services

Performance Metric	Target	Compliance
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.	An Information Management and Governance (IM&G) training workshop was held in May to explore, guide and train the IM&G Committee on the principles of IM&G. The training reviewed the current governance framework; reviewed policy and assessed the current state; and aided in the development of an IM&G roadmap. It also educated the committee on IM&G best practices for organizing, storing, and utilizing various information digital assets for NRPS to be more effective in managing and using its data and information resources.
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.	<p>See 4.4</p> <p>In addition, to achieve a successful Service wide IM&amp;G model, the Service will require a recordkeeping software solution that is compliant with existing M365 applications as well as others, with automated record retention workflow reducing the requirement for manual intervention for both digital and physical files, and with enhanced search feature capabilities that access both physical and electronic records.</p> <p>2023 Capital Funding in the amount of \$400,000 was approved to facilitate the replacement of the existing enterprise content/records management technology. The current software has reached its operational effectiveness and requires a considerable capital investment and costly ongoing operational licensing fees to achieve seamless digital and physical records integrations for the number of users required for a Service wide application.</p> <p>The Service is preparing a Request for Proposal (RFP) to invite prospective proponents to offer cost-effective and integrated recordkeeping software solutions to manage digital and physical corporate records.</p>

Performance Metric	Target	Compliance
4.6 Contractual Documents Initiative.	<p>Identify a software platform and implement in Year 1.</p> <p>Process all contracts through new platform in Year 2 Software for searchable LOU, MOU's.</p>	This was deferred to 2023, and a software has been developed by a vendor to manage PSB contracts and grant applications. This should be operational by the end of this year.
5.1 Number of General Orders converted to new platform.	<p>Identify a platform and implement in Year 1.</p> <p>Convert 25 General Orders to new platform annually.</p>	Different platforms have been explored; however, a viable option has not yet been identified. Attempts to identify a new platform continue, while the Service explores options create efficiencies within the current platform.

**Appendix 2**  
**2022 – 2025 Strategic Plan**  
**Year 1 Reporting Requirements (2022)**

**Champion: District Operations**

Performance Metric	Target	Compliance
1.1 Number of violent offences (Goal 1, Objective 1.0).	Decrease rate annually by 2%.	Violent crime has increased year over year. Niagara has averaged over a 10% increase year over year in violent crime. This is consistent with the provincial average.
2.1 Number of property crime incidents (Goal 1, Objective 2.0).	Decrease rate annually by 2%.	Property crime has increased year over year. Niagara has averaged over a 5% increase year over year in violent crime. This is consistent with the provincial average, with the exception of the COVID-19 years.
2.2 Number of presentations related to crime prevention strategies for local businesses (Goal 1, Objective 2.0).	Establish baseline for presentations provided to business owners in Year 1. Increase in Years 2 - 4 by 2% annually.	Baseline Year 1. Through 2022 the NRPS completed 20 formal presentations with respect to CPTED and Crime Prevention.
2.3 Number of officers trained in crime prevention strategies and techniques (Crime Prevention Through Environmental Design – CPTED) (Goal 1, Objective 2.0).	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.	No training video was developed in Year 1 of the plan.  In 2022 there was a training session for CPTED - 13 people were trained. In total, the Service has a total of 33 officers trained in CPTED.
9.1 Number of RTOC involved calls (Goal 1, Objective 9.0).	Establish baseline in Year 1, followed by a 2% increase annually in subsequent years.	The main objective of the RTOC is to assist front line and investigative units by providing near time actionable intelligence. The RTOC plays a crucial role in notifying police of emerging events and our cameras our implemented on an incident basis and through intelligence led crime preventions. This strategic and

Performance Metric	Target	Compliance
		<p>intelligence driven approach assists police in obtaining crucial information to optimize public safety to the residents and visitors to the Niagara Region. During this calendar year the RTOC has responded to 4,174 calls for service including 2, homicides, 109 reported armed persons, 95 Assaults, 306 disturbances, 110 mental health calls, 41 robberies, 16 reported stabbings, 2 shootings, 242 suicidal persons and 28 weapons calls. During this period the RTOC Unit was used to monitor cameras positioned during the Freedom Convoy Protest monitoring both the Peace Bridge and Rainbow Bridge.</p>
<p>1.2 Enhance relationships with social service partner agencies (e.g., Southridge, Salvation Army, Out of the Cold, John Howard Society, Port Cares, etc.) (Goal 2, Objective 1.0)</p>	<p>Meet with partner agencies quarterly.</p> <p>Conduct a relationship needs survey from identified partner agencies by end of Year 2.</p>	<p>NRPS meet with agencies listed below regularly, most of which more often than quarterly:</p> <ul style="list-style-type: none"> <li>• Port All Situation Table (includes) Port Cares, Bridges, FACS, Pathstones Mental Health, Contact Niagara, CASON, Raft, NASO, Ontario Works, Gateway, CMHA, Niagara Region Mental Health, Community Living, Probation Office, Youth Probation.</li> <li>• Canadian Mental Health Association – Court Diversion</li> <li>• Niagara Health System</li> <li>• Niagara Community Protocol (Violent Threat Risk Assessments) Committee</li> <li>• Niagara Assertive Street Outreach</li> <li>• Quest Community Health Care</li> <li>• Gateway of Niagara</li> <li>• Niagara Region Homelessness and Community Engagement</li> <li>• City of St. Catharines</li> <li>• City of Niagara Falls</li> <li>• Start Me Up Niagara</li> <li>• Safe Injection Sites St. Catharines</li> <li>• Positive Living</li> <li>• Brain Injury Association of Niagara</li> <li>• Autism Canada</li> <li>• Young Black Women</li> <li>• Native Centre</li> <li>• West Minster Church</li> <li>• District School Board of Niagara</li> <li>• Niagara Catholic District School Board</li> </ul>

Performance Metric	Target	Compliance												
		<ul style="list-style-type: none"> <li>• Family and Children’s Services Niagara</li> <li>• Salvation Army</li> <li>• Southridge Shelter</li> <li>• Silver Spire United Church Outreach</li> <li>• Community CARE St. Catharines</li> <li>• Community CARE of West Niagara</li> <li>• Queenstown Neighbor’s Association</li> <li>• Brock University</li> </ul>												
1.7 Enhance outreach to community (Goal 2, Objective 1.0).	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.	<p>Baseline for Year 1:</p> <table border="1" data-bbox="1163 592 1956 885"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Western Region</u></th> <th style="text-align: center;"><u>Central Region</u></th> <th style="text-align: center;"><u>Eastern Region</u></th> </tr> </thead> <tbody> <tr> <td>Foot Patrol (hours)</td> <td style="text-align: center;">155</td> <td style="text-align: center;">982.5</td> <td style="text-align: center;">801.5</td> </tr> <tr> <td>Bicycle Patrol (hours)</td> <td style="text-align: center;">1</td> <td style="text-align: center;">292</td> <td style="text-align: center;">305</td> </tr> </tbody> </table>		<u>Western Region</u>	<u>Central Region</u>	<u>Eastern Region</u>	Foot Patrol (hours)	155	982.5	801.5	Bicycle Patrol (hours)	1	292	305
	<u>Western Region</u>	<u>Central Region</u>	<u>Eastern Region</u>											
Foot Patrol (hours)	155	982.5	801.5											
Bicycle Patrol (hours)	1	292	305											
3.2 Expand the Mobile Crisis Response Team (MCRRT) program to the City of Welland (Goal 2, Objective 3.0).	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.	<p>This was done in 2022. The program was extremely successful; and we have requested further funding from SOLGEN in 2023-2024 fiscal year.</p> <p>663 persons diverted. This was a 92% diversion rate.</p>												
3.3 Number of Situation Tables (Goal 2, Objective 3.0).	Police participation at Situation Tables, where appropriate, to support the Niagara Region’s Community Safety and Well-being Plan.	<p>We continue to participate regularly with the Port-All situation table in 6 District Port Colborne.</p> <p>There are ongoing discussions with the Region to develop further situation tables for the beginning of 2024.</p> <p>The Port-All situation table has been used as a model to help facilitate the creation of tables in other municipalities.</p>												

Performance Metric	Target	Compliance
4.1 Develop and enhance relationships with youth Goal 2, Objective 4.0).	Year 1: Develop a Youth in Policing Initiative (YIPI)Years 2 - 4: Increase the number of youths engaged by 10% per year.	The NRPS has developed a plan for a YIPI program that has been approved. Implementation (Summer 2023) is ongoing at the time of this report.
5.1 Youth crime rate Goal 2, Objective 5.0).	Reduce criminal charge rate by 2% annually, with a corresponding increase in the number of extra-judicial measures referrals.	Reached. Year over year youths being charged, has reduced and extrajudicial measures have been utilized.

## Appendix 3

### 2022 – 2025 Strategic Plan Year 1 Reporting Requirements (2022)

#### Champion: Emergency & Investigative Services

Performance Metric	Target	Compliance
1.3 Number of guns and gangs-related education and safety initiatives.	5 presentations annually.	<p>Safety Initiatives:</p> <ul style="list-style-type: none"> <li>• Presentation to CORE members on gun/gang intelligence (April and December '22)</li> <li>• Presentation to Domestic Violence investigators (Dec '22)</li> <li>• 4 separate recruit class presentations on characteristics of an armed person (May, August, Sept and December '22)</li> </ul>
3.1 Number of referrals to Victim Services Niagara for victims of crime and tragic circumstances	Increase the number of Victim Services Niagara referrals by 2% annually.	Based on the statistics provided, we exceeded the referral target. In 2021, there were 932 referrals to Victim Services Niagara, and in 2022 there were 1162 referrals.
3.2 Meet with partner agencies and advocacy centers to review and improve established memorandums of understanding and special victim protocols	Participate in an annual review of established protocols.	<ul style="list-style-type: none"> <li>• <b>Human Trafficking Protocol</b> - A review of the protocol was implemented by the Human Trafficking Supervisor, Sgt. Ryan McComber, in cooperation with involved partner agencies and advocacy centers. Various amendments were identified. (Note: It is anticipated that the Protocol review will be completed mid-2023, with the results being reflected in Year 2 - Strategic Plan reporting requirements).</li> <li>• <b>Child Abuse Protocol</b> - A review of the protocol was implemented by SVU Supervisor, S/Sgt. Brett Atamanyk, in cooperation with involved partner agencies and advocacy centers. Various amendments were identified. (Note: It is anticipated that this Protocol review will be completed in mid-2023, with the results being reflected in Year 2 - Strategic Plan reporting requirements).</li> </ul>



Performance Metric	Target	Compliance
		<ul style="list-style-type: none"> <li>• <b>Anonymous 3<sup>rd</sup> Party Sexual Assault Reporting Protocol</b> - A review of the protocol was implemented by SVU Supervisor, S/Sgt. Mike Casella and Sexual Assault Supervisor, Sgt. Derek Gandza, in cooperation with involved partner agencies. Various amendments were identified. (Note: It is anticipated that this Protocol review will be completed in the fall of 2023, with the results being reflected in Year 2 - Strategic Plan reporting requirements).</li> <li>• <b>Sexual Assault Protocol</b> - A review of the protocol was implemented by SVU Supervisor, S/Sgt. Casella and no required amendments were identified.</li> <li>• <b>Provincial Human Trafficking Intelligence-Led Joint Forces Strategy</b> – A partnership with 20 other Ontario Police Services including the OPP who lead and manage this initiative. This program is designed to combat multi-jurisdictional human trafficking organizations. Regularly met with partner police agencies throughout 2022 for information sharing as it pertains to trends and multi-jurisdictional investigations. The MOU is reviewed annually (was reviewed in 2022) to ensure it remains current and relevant with trends of the day.</li> </ul>
3.3 Number of Internet Child Exploitation (ICE) education and safety presentations.	20 presentations per year directed toward identified youth and school officials.	<p>The ICE unit was unable to meet the set target of 20 presentations (No presentations) to “identified youth and school officials” due to various factors and challenges documented below:</p> <ul style="list-style-type: none"> <li>• When the metric/target was finalized for the current Strategic Plan, the NRPS School Resource Office program (SRO) was still in existence and relied upon to provide such presentations to youth and school officials.</li> <li>• Since that time, school boards have changed their sentiment towards NRPS school programs and officer presence in schools, due in part to political pressures from special interest groups. As a result, the SRO program was disbanded, and presentations ceased.</li> <li>• Furthermore, the ICE Unit experienced a significant increase in investigations due to OCEAN referrals in 2022, which created an overwhelming workload for investigators. As a result of investigative</li> </ul>

Performance Metric	Target	Compliance
		<p>priorities/strict deadlines were such that the ICE Unit was unable to commit resources to explore a solution to the school presentation issue.</p> <ul style="list-style-type: none"> <li>• More recently, S/Sgt. Mike Casella directed ICE Supervisor, Sgt. Jay Myers to reach out to area school boards to determine their current interest in reviving presentations to youth/school officials.</li> <li>• Based on positive feedback/sentiment from school boards and in conjunction with the additional ICE position being created in 2023 to help alleviate workload demands, we will be in a better position to work towards the 2023 target.</li> </ul>
<p>3.4 Number of human trafficking education and safety presentations.</p>	<p>20 presentations per year directed toward identified youth groups and business involved in hospitality and tourism.</p>	<p>Although the target was not met by the Human Trafficking Unit for reasons below, many other proactive community interactions and business contacts are conducted almost daily to provide education/awareness to persons not represented in this target group (and not classified as a “presentation”).</p> <ul style="list-style-type: none"> <li>• Target presentations: Police Services Board, Niagara Women’s Committee, Fort Erie town council, Casino Police Security Alliance conference, Brock University, formal presentation to a group of adoption agencies, A.N. Myer Highschool law class, St. Paul Highschool law class (8 presentations).</li> <li>• Presentation numbers are also reflective of the slow easing of COVID restrictions/measures during the first quarter of the 2022.</li> <li>• Presentation numbers to youths have also been affected because of school board sentiment towards officer presence in the schools and the disbandment of the SRO unit that normally assisted with youth presentations.</li> </ul>
<p>3.5 Number of fraud and cybercrime education and safety presentations.</p>	<p>20 presentations per year directed toward identified youth and identified adult groups, including the elderly.</p>	<p>The Fraud Unit has completed 5 presentations to educate community members regarding online scams and fraud safety. The Cybercrime Unit has completed 0 presentations during this time due to COVID. The unit has several upcoming planned targeted presentations.</p>

Performance Metric	Target	Compliance
4.1 Number of drug education and safety initiatives as it relates to opioids and drug trafficking.	Reduce rate annually by 2%.	<ul style="list-style-type: none"> <li>• Safety Initiative: Coordinated Prescription Drug drop-off day with Niagara Public Health.</li> <li>• Drug Education: Presented on 18 occasions to frontline members and CIB personnel within NRPS on best practices for first responders to opioid related sudden deaths.</li> </ul>
5.1 Fatal collision rate.	Reduce rate annually by 2%.	There were 18 fatalities in 2022. This is a decrease from 21 in 2021. The target was therefore achieved.
5.2 Serious personal injury collision rate.	Reduce rate annually by 2%.	There were 5 life-threatening collisions in 2022. This is a decrease from 11 in 2021. The target was therefore achieved.
5.3 Enforcement related to alcohol and/or drug impaired driving.	<p>By Year 2, have two (2) Drug Recognition Evaluators (DRE) on each Traffic Enforcement Unit (TEU) platoon.</p> <p>Increase the DRE complement per shift to 3 by Year 4.</p>	At the end of 2022 we had already attained the goal of 2 DRE officers on each platoon. By the end of 2023 we are on track to have either 3 DRE officer on all platoons as many as 5 on other platoons.
5.4 Number of traffic enforcement initiatives.	Conduct RIDE (Reduce Impaired Driving Everywhere) checks 8 times annually.	In 2022 we conducted 14 RIDE checks.
5.5 Number of traffic education and safety initiatives.	5 additional traffic enforcement initiatives, unique to the needs of each community	Back to school, Community Safety Zone, Project Loud & Clear, Commercial motor vehicle enforcement blitzes, Operation High Flyer (Rural areas).
6.1 Number of waterway safety education and safety initiatives, both on and out of the water	Facilitated by frontline officers and a Community Engagement Officer, in coordination with the TEU Staff Sergeant	<p>On June 18, 2022, members of the Marine Unit attended the Kids Ultimate Challenge event in St. Catharines. Over 700 families attended the event, and the Marine Unit had a display and provided waterway safety information to families in attendance.</p> <p>On July 22, 2022, the Marine Unit initiated a social media public service announcement regarding Drowning Prevention Week.</p> <p>On July 29, 2022, the Marine Unit initiated a social media public service announcement regarding Alcohol and Vessels.</p>

Performance Metric	Target	Compliance
		<p>Throughout the 2022 boating season, high visibility patrols were conducted in areas of Greater Niagara Boat Club and Niagara Rowing Club on Welland River to address waterway safety and vessel operation.</p>
<p>7.1 Number of waterway enforcement initiatives.</p>	<p>Facilitate 2 education and safety initiatives annually.</p>	<p>On June 14, 2022, members of the Marine Unit conducted presentation to Port Colborne Boy Scouts regarding water safety.</p> <p>On June 18, 2022, members of the Marine Unit attended the Kids Ultimate Challenge event in St. Catharines. Over 700 families attended the event, and the Marine Unit had a display and provided waterway safety information to families in attendance.</p> <p>On July 9, 2022, the Marine Unit assisted in facilitating a marine flare disposal day at Sugarloaf Marina and St. Catharines Fish and Game launch ramps. A total of 2001 expired flares were turned in for proper disposal. Marine Unit members took the opportunity to provide educational materials regarding marine safety to the public.</p> <p>In advance of the Civic Holiday:</p> <p>On July 22, 2022, the Marine Unit initiated a social media public service announcement regarding Drowning Prevention Week.</p> <p>On July 29, 2022, the Marine Unit initiated a social media public service announcement regarding Alcohol and Vessels.</p>
<p>7.2 Increase training exercises related to emergency preparedness.</p>	<p>Conduct 2 waterway enforcement campaign initiatives per year.</p> <p>Duty Officers and District Commanders shall participate yearly in joint training exercises.</p>	<p>At the beginning of the boating season in 2022, the Marine Unit conducted proactive marine patrols in the Black Creek area to address complaints from the previous year. Past complaints were related to vessels speeding and persons using wooden docks as vessels with no safety equipment. No such complaints were received during the 2022 season.</p> <p>Throughout the 2022 boating season, high visibility patrols were conducted in areas of Greater Niagara Boat Club and Niagara Rowing Club on Welland River to address waterway safety and vessel operation.</p>

Performance Metric	Target	Compliance
		<p>Duty Officers and District Commanders who are qualified as Incident Commanders have participated in yearly joint training for 2022. This includes 2 Inspectors in addition to 1 Superintendent. There was also 2 additional Inspectors who participated in joint training exercises for 2022. For 2023, it is anticipated that additional Duty Officers and District Commanders will participate in joint training exercises.</p>
<p>7.3 Enhance and develop emergency planning partnerships.</p>	<p>All Inspectors to receive training in either Intermediate Incident Management System (IMS300) or Incident Command related courses within the first 2 years of promotion.</p> <p>Attend monthly meetings and t participate in Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) exercises, as facilitated by the Niagara Region, over the course of the plan.</p> <p>Increase engagement with emergency partnerships and coordinate a minimum of one, in-house training exercise annually, that will include outside agency involvement.</p> <p>Ensure one (1) waterway emergency (disaster) training exercise is facilitated per year, in conjunction with the appropriate emergency management partners given the scenario.</p>	<p>There are currently 3 new Inspectors scheduled to attend IMS 300 in 2023.</p> <p>We are compliant with target.</p> <p>NRPS CBRNE trained members attend these meeting monthly with the Niagara CBRNE Management Steering Committee- We are compliant.</p> <p>In 2022. the Service participated in an exercise with the St. Lawrence Seaway, which included a scenario with a CBRNE component, train derailment with a chemical spill. Community partners were in attendance (Fire EMS).</p> <p>We are compliant with the St. Lawrence Seaway exercise.</p>
<p>7.4 Review Emergency Plan.</p>	<p>To be conducted annually.</p>	<p>The Emergency plan was reviewed in 2022 by Insp. Forbes and is currently under review by Supt. Waselovich in 2023.</p>

## Appendix 4

### 2022 – 2025 Strategic Plan Year 1 Reporting Requirements (2022)

#### Champion: Executive Services

Performance Metric	Target	Compliance
3.5 Number of members trained in Crisis Intervention (Goal 2, Objective 3.0).	Train 75 members in Crisis Intervention each year.	<p><b><u>Compliance Crisis Intervention Training:</u></b></p> <p>The Training Unit aggressively canvassed Divisional Commanders for members requiring the Crisis Intervention Course. Unfortunately, due to front line staffing shortages and the fact that one of the 3 scheduled CIT courses had to be cancelled due to lack of attending members, only 47 members were trained in CIT in 2022. In order to reconcile that number and realign the number of members trained, in 2023, Districts were provided with spreadsheets detailing which of their members had been trained and which still required the training. This has resulted in an increase of members registered for courses in 2023 which should, by year's end, reflect the target number outlined in the NRPS strategic goals.</p>
2.1 Establish demographic profile of our members and community (Goal 3, Objective 2.0).	Creation of self-identification question for new hires (uniform and civilian) during onboarding documentation in Year 1 to establish baseline.	The development of a self-identification question for new hires (uniform and civilian) during onboarding is part of this new Talent Acquisition Management (TAM) project which just began with the recent approval of the capital request. The plan is to have this in place when the new TAM goes live in the fall of this year.
3.1 Time and resource (Goal 3, Objective 3.0).	Compare self-identification documentation numbers to census survey for Niagara population in Year 1.	<p>Comparing self-identification numbers to census survey for Niagara population in Year 1 will be more accurate over time after the development of the onboarding self identification survey.</p> <p>That being said, data from Human Resources from the Service's 2021 self-identification survey and compared to the 2021 Census Data for the Niagara Region to provide the following information.</p>

Performance Metric	Target	Compliance	
		<u>NRPS</u>	<u>Niagara Region</u>
		Arab	1.2%
		Black	0.8%
		Chinese	2.8%
		Japanese	0.3%
		Korean	1.4%
		Latin/South American	0.3%
		South Asian	0.2%
		Southeast Asian	0.3%
		West Asian	0.4%
		White	0.0%
		Mixed Origin	1.5%
		Other	1.8%
		Indigenous	0.7%
			0.2%
			91.4%
			86.7%
			3.0%
			0.6%
			0.9%
			0.3%
			3%
1.1 Ongoing development, evaluation, and revision of mental health related training programs (Goal 4, Objective 1.0).	<p>Evaluation of one mental health related training program annually.</p> <p>Implementation of Resilience Program in Year 1.</p> <p>Completion of Resilience Program by 85% of the membership by the end of Year 1.</p> <p>Champion: Superintendent, Executive Services and Service Psychologist.</p>	<p>Feedback was obtained from members who had completed Safeguarding in the previous year. This was started in 2021 but completed in 2022, along with revisions to the Safeguarding Program. Later in 2022, the process of Safeguarding was revised to eliminate physiological feedback due to feasibility of the testing (i.e., staffing, access to simulator). Further, the units involved and stages completed were evaluated in consultation with the Superintendents. The GO was revised to reflect changes.</p> <p>OACP is currently working on multi-phase Resilience Program for all Services in Ontario, which will provide training throughout a member's career. Therefore, creation of an in-house program would be redundant. To fill the need in the interim, all members were registered for the online Before Operational Stress program. This is a resilience-based program developed specifically for first responders.</p>	

Performance Metric	Target	Compliance
		<ul style="list-style-type: none"> <li>▪ BOS (Before Operational Stress) Resilience Program was identified.</li> <li>▪ Voluntary Program</li> <li>▪ 1157 Members were registered.</li> <li>▪ BOS Program available to members on November 1st, 2022</li> <li>▪ Stats as of June 9th, 2023: <ul style="list-style-type: none"> <li>0% Completed: 1002 (86.60%)</li> <li>1%- 25% Completed: 93 (8.03%)</li> <li>26%- 50% Completed: 22.0 (1.90%)</li> <li>51%- 99% Completed: 13.0 (1.11%)</li> <li>100% Completed: 27.0 (2.33%)</li> </ul> </li> </ul> <p>To Date: 2.33% have completed it.</p>
1.2 Accessibility of mental health resources (Goal 4, Objective 1.0).	<p>Annual maintenance of the community list of mental health care providers knowledgeable about the police culture.</p> <p>Host bi-annual voluntary seminars with preferred providers to discuss current research, best practices, and challenges.</p> <p>Champion: Superintendent, Executive Services and Service Psychologist.</p>	<p>List of mental health care providers knowledgeable about the police culture was created and is maintained. The list contains 23 mental health care providers including Psychologist, Social Workers and Psycho Therapists.</p> <p>Hosting in-person bi-annual seminars was not achieved due to Covid-19 and was restricted to virtual meetings between the Service Psychologist and the health care providers.</p>
1.3 Early Intervention Program (Goal 4, Objective 1.0).	<p>Pilot Early Intervention Program in Year 1.</p> <p>Evaluation of the pilot Early Intervention Program in Year 1.</p> <p>Expand Early Intervention Program to 50% of sworn members in Year 1 and 85% in Year 2.</p>	<p>Software for Early Intervention is IAPro with the add on of BlueTeam. IAPro is a tracking software currently utilized by the Professional Standards Unit. The web based NextGen has not been upgraded for the Member Support Unit. The implementation of BlueTeam is in a holding pattern until the Clerk has been identified and in working capacity. At that time Training will be provided.</p> <p>Early Intervention program criteria incidents and thresholds were established which would alert when a member would require contact through the early intervention program.</p>



Performance Metric	Target	Compliance
	Annual evaluation of Early Intervention Program and related criteria.	Categories of incidents as follows: <ul style="list-style-type: none"> <li>▪ Critical Incidents</li> <li>▪ Death Notification</li> <li>▪ Overtime</li> <li>▪ Attendance</li> <li>▪ Chief's Complaint</li> <li>▪ Civil Complaint</li> <li>▪ General Investigation</li> <li>▪ Informal Resolution</li> <li>▪ Public Complaint</li> <li>▪ SIU Investigation</li> <li>▪ Speed Safety Program</li> <li>▪ Vehicle Accidents (departmental)</li> </ul>
1.5 Peer Support Program (Goal 4, Objective 1.0).	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.	Peer support Team currently consists of 26 members plus 1 coordinator.  Peer Connect numbers:  In 2022, there were 189 connection forms completed, meaning the Peer team reached out to that many members. There were 190 members that registered on the App, which is approximately 16.5%.
1.6 Member Wellness (Goal 4, Objective 1.0).	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.	In 2022, Guarding Minds @ Work was used instead of the previously used Member Support Survey. The intention is to look at the more systemic components of psychological health and safety, as this provides the context/environment for member wellness. This cannot be directly compared to previous surveys to determine change in mental health stigma or member quality of life. The plan is to use the original Member Support Survey in 2023, providing an opportunity to measure change.

Performance Metric	Target	Compliance
	Champion: Superintendent, Executive Services and Service Psychologist.	
2.1 Resources available to members (Goal 4, Objective 2.0).	<p>Physical wellness initiatives such as exercise classes, videos, lunch and learns, and literature will be offered to all Service members. Minimum 6 per year.</p> <p>Member attendance and access to these initiatives will be recorded to ensure a yearly increase of 2%.</p> <p>Implementation and ongoing maintenance of a member support application in Year 1; allowing remote access to physical wellness health resources and literature.</p> <p>Champion: Superintendent, Executive Services.</p>	<p>The following initiatives were conducted in 2022.</p> <ul style="list-style-type: none"> <li>• 2022 8-week challenge</li> <li>• Trauma Aware Yoga February 26 and 27</li> <li>• Family Skate on March 19th 2022</li> <li>• Niagara Beyond the Blue Yoga June 7,14,21,28</li> <li>• November 9<sup>th</sup> 2022 Flu Clinic</li> </ul> <p>The Peer Connect app was launched and is currently available for members to use. To date, there are 189 reported connections on the Peer App and it is used by 20% of the membership.</p>
3.1 Ongoing development, evaluation, and revision of EDI-related training (Goal 4, Objective 3.0).	<p>Annual delivery of at least one EDI training program.</p> <p>Presentation on EDI to all new police recruits.</p> <p>Champion: Superintendent, Executive Services.</p>	<ul style="list-style-type: none"> <li>• EDI training was delivered to New Recruits</li> <li>• August 19, 2022 – EDI/Hate presentation to Post OPC Recruits</li> <li>• EDI Unit provided 2 days of Anti-Racism training to the RIM Unit on July 25 &amp; 26, 2022</li> <li>• Post OPC Recruit Diversity Tour December 16<sup>th</sup>, 2022</li> </ul>
3.2 Systemic barriers Goal 4, Objective 3.0).	Complete evaluation of identifying any existing systemic barriers related to EDI by the end of Year 2.	October 2022, Review conducted of potential Systemic Barriers related to female Recruit applicants compared to male applicants.

Performance Metric	Target	Compliance
	<p>If any barriers are identified, implement means for addressing them immediately at the start of year 3 and subsequent years.</p> <p>Champion: Superintendent, Executive Services.</p>	<p>After conducting this review, findings indicated that NRPS hiring process does not contain systemic barriers to female applicants. The data reveals that female applicants have a higher probability of being successful in our current process over male applicants.</p>
<p>3.3 Development of Internal Support Networks (ISN) for members of equity-seeking groups Goal 4, Objective 3.0).</p>	<p>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</p> <p>Champion: Superintendent, Executive Services</p>	<ul style="list-style-type: none"> <li>• November 15 creation of Global ISN</li> <li>• November 25 NRPS Women In Policing ISN</li> </ul>

## Appendix 5

### 2022 – 2025 Strategic Plan Year 1 Reporting Requirements (2022)

#### Champion: Operational Support

Performance Metric	Target	Compliance										
<p>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.</p>	<p>Establish a baseline for the percentage of calls redirected from frontline operations to an alternative response.</p> <p>In subsequent years, increase the percentage of calls redirected by 2% annually.</p>	<p>In accordance with the Year 1 Reporting requirements for the 2022 - 2025 Strategic Plan, I am pleased to report on Performance Metric 8.2, alternative response. In Year 1, the requirement is to establish a baseline for the percentages of calls redirected from frontline operations to an alternative response. In subsequent years, the target will be to increase this redirection by two percent per annum.</p> <p>There were several diversion methods in place during 2022 and their use is summarized below:</p> <table style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 5px;"><u>Diversion Method</u></th> <th style="text-align: right; padding: 5px;"><u>2022 Calls for Service</u></th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Priority 6 calls</td> <td style="text-align: right; padding: 5px;">22,122</td> </tr> <tr> <td style="padding: 5px;">Alternate Response Unit</td> <td style="text-align: right; padding: 5px;">3,562</td> </tr> <tr> <td style="padding: 5px;">Online Reporting</td> <td style="text-align: right; padding: 5px;">3,192</td> </tr> <tr> <td style="padding: 5px;">Mobile Support Unit</td> <td style="text-align: right; padding: 5px;">2,400</td> </tr> </tbody> </table> <p>A Priority 6 (P6) Call is a call for service made by the public that is received in the Communications Unit that does not result in an officer being dispatched, nor require that a report to be written. In most instances, these are requests for information from the public, referrals to the proper allied agency, or explanations of various legal processes or procedures. These requests are often satisfied by the skilled members of the Communications Unit itself, however they may be referred internally to an on-duty Uniform Staff Sergeant or to a specialty unit to answer.</p>	<u>Diversion Method</u>	<u>2022 Calls for Service</u>	Priority 6 calls	22,122	Alternate Response Unit	3,562	Online Reporting	3,192	Mobile Support Unit	2,400
<u>Diversion Method</u>	<u>2022 Calls for Service</u>											
Priority 6 calls	22,122											
Alternate Response Unit	3,562											
Online Reporting	3,192											
Mobile Support Unit	2,400											

Performance Metric	Target	Compliance
		<p>The Alternate Response Unit (ARU) addresses calls for service with a very low acuity. These calls consist of minor crimes where no suspect is known, there is no evidence to be processed and no investigation is possible. The majority of these calls are reports for statistical purposes or to facilitate the submission of insurance claims. Members of the public call in to the Communications Unit and their calls are queued for response by administrative Constables who typically call the complainant back within 3 - 7 days.</p> <p>For Online Reporting, members of the public are able to file very low acuity reports themselves using the CopLogic utility. These reports typically meet the same criteria as for ARU calls, without the need for an officer to call a complainant back, and with no corresponding delay. The reports are reviewed in the Quality Assurance Unit and any follow-up clarification that is required, if any, is usually completed electronically.</p> <p>Lastly, the Mobile Support Unit addresses calls for service with a mid-level acuity. These calls consist of any crime where there is no danger to a victim or witness, where there is no evidence to be obtained, and no transient witnesses to be spoken with. Unlike ARU, these calls for service may have a suspect, may require an investigation, and are not limited to minor crimes.</p> <p>In terms of increasing the diversion/redirection, in subsequent years there are several initiatives that are being contemplated. Firstly, there will be an increase in the criteria for Online Reporting. Currently, it mimics the very low acuity standard for ARU whereas for initial reporting, it could be expanded to the MSU standard. The CopLogic utility has the capacity to handle many additional call types and will be configured to enable this feature. Secondly, an offline hard-copy self-reporting form will be created to enable the same standard of reporting offered through online reporting for those members of the public who are unable or unwilling to take advantage of the CopLogic utility. Offline reports will be available at every police station and can also be sent through Canada Post for complainants outside of the Niagara Region. Thirdly, with the 2023 budget, there are provisions to install a full-time permanent Sergeant within MSU who will be able to properly supervise and direct the responses of any members assigned to this function ad hoc. Previously, there had been a lack of ability to monitor the members in</p>

<b>Performance Metric</b>	<b>Target</b>	<b>Compliance</b>
		MSU which resulted in a decreased capacity and reluctance to assign additional members to this function.

## Appendix 6

### 2022 – 2025 Strategic Plan Year 1 Reporting Requirements (2022)

#### Champion: Technology Services

Performance Metric	Target	Compliance
1.2 Number of opportunities for member input.	Implement video conferencing solution to facilitate virtual daily briefings in Year 1.	<p>Technology has been purchased. installed and is operations ready at all District Briefing Rooms and the Duty Inspector Office.</p> <p>The technology leverages the existing M365 investments via the MS Teams Rooms platform and is integrated with the Crestron Flex for Microsoft Teams.</p> <p>Initial training and demonstrations were provided.</p> <p>District Operations is developing the appropriate operational plans, and guidance to operationalize.</p>
4.1 Meet the Canadian Radio –Television & Telecommunications (CRTC) deadline for transition to NG911.	Retire current 911 systems and adopt new NG911 technology by the end of Year 3.	<p>On February 6, 2023. the Region issued a Request for Proposals (RFP) to prospective proponents to submit proposals for implementing a Region-Wide Next Generation 911 (NG9-1-1) Solution, Including Managed Services.</p> <p>The RFP closed on April 21 and four proposals were submitted.</p> <p>The NG9-1-1 project team is in the process of evaluating the submissions. A selection process, agreement execution and commencement of the Project implementation is anticipated to be in Q3-2023.</p>

Performance Metric	Target	Compliance
4.3 Resource savings in processing evidence.	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.	<p>NRPS was one of four police services that SolGen selected as early adopters for the Digital Evidence Management (DEM) onboarding program.</p> <p>On May 6, 2021, the NRPS was formally onboarded on the Provincial DEM system. A Ministry of Solicitor General (SolGen) MOU Agreement and Axon Contract were executed for five years with an option to renew two additional one-year extensions in favor of SolGen.</p> <p>Since the go-live date, and May 1, 2023, The Service imported approximately 151,000 files to evidence.com. This is in addition to the 11,000 CEW logs stored and managed within e.com.</p> <p>The following members are trained and actively using evidence.com:</p> <ul style="list-style-type: none"> <li>• Courts (POA, Quality Assurance Admin, File Manager, DEMS Support)</li> <li>• DVU, SAU, CAU, OMU, Missing Persons Unit, Human Trafficking</li> <li>• Fraud</li> <li>• TEU</li> <li>• 54 SOCO members</li> <li>• CIB/Street Crime</li> <li>• Records (FOI Analysts, Supervisors, Manager, Records Analysts)</li> <li>• Forensics Video Analysts</li> <li>• Forensics Sergeant, Technicians and 2 D/PC's</li> <li>• Crime Analysts and District Crime Analysts</li> <li>• RTOC Analysts</li> <li>• Major Crime</li> <li>• Policy and Risk</li> </ul>



Performance Metric	Target	Compliance
		<p>We will be onboarding the remaining units below in 2023:</p> <ul style="list-style-type: none"> <li>• Traffic Reconstruction (scheduled for May)</li> <li>• MSU (scheduled for June)</li> <li>• Special Investigative Services</li> <li>• Emergency Response Unit</li> <li>• District Front-line</li> <li>• Professional Standards</li> <li>• Forensics (remaining members)</li> </ul>
<p>4.3 Resource savings in processing evidence.</p>	<p>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.</p>	<p>2023 Capital and Operating Funding was approved to facilitate the purchase of service-issued mobile devices.</p> <p>The program is anticipated to commence in Q3 - 2023 to equip frontline officers with mobile devices that can be used to file reports, make calls, send emails, and access various databases &amp; resources to meet their information and intelligence needs better while creating efficiencies for the Service as a whole. Funding for purchasing an Electronic Notes (eNotes) application was also approved as part of the 2023 Operating budget. A service-issued mobile device will need to be in place first to allow the implementation and rollout of eNotes.</p> <p>eNotes is envisioned to transform current paper-based processes via a digital mobile platform software that runs on mobile phones, mobile workstations, and desktop computers. It connects to central databases such as Computer-Aided Dispatch (CAD) and Records Management System (RMS), creating efficiencies and modernizing the current duty note-taking paper process. This digital solution through a mobile device will enable officers to record and upload audio statements and take photographs, once verified for accuracy and completion, to instantly deliver e-Notes to the RMS to improve workflow and disclosure processes. eNotes offers ease of searchability and can be accessed by the</p>

Performance Metric	Target	Compliance
	<p>Implement the full Microsoft Office 365 Productivity suite by the end of Year 1.</p>	<p>officer when required to be verified in court. Search and access can be configured in accordance with privacy and access permissions guidelines.</p> <p>The Microsoft Office 365 (O365) has been implemented in a hybrid deployment model. A hybrid deployment refers to the ability to extend the same on-prem server experiences, seamless look and feel and administrative controls to the cloud.</p> <p>The implementation included the following applications:</p> <ul style="list-style-type: none"> <li>• M0365 on all service-issued workstations and mobile devices</li> <li>• Microsoft Teams (enhanced collaboration and virtual conferencing)</li> <li>• Microsoft Exchange Online (email)</li> <li>• Microsoft SharePoint (Intranet) in a hybrid deployment model. Sensitive records and digital assets remain on a SharePoint on-premises server.</li> <li>• Microsoft PowerBI Online (Dashboards and Business Analytics (BI))</li> <li>• Microsoft Authenticator (Multifactor secure access to the corporate network and resources).</li> <li>• Microsoft OneDrive (limited usage). The Rollout of service-wide OneDrive will link to implementing a service-wide information management and governance framework.</li> <li>• PowerApps which currently operates several electronic forms and applications and utilizes electronic workflow and approval.</li> </ul> <p>Additional PowerApps applications are being developed to digitize the Strategic Plan and the management of MOUs, Contracts and Agreements.</p> <p>In progress implementation:</p> <ul style="list-style-type: none"> <li>• Microsoft Intune (Mobile Device Management (MDM)) to provide an integrated and unified endpoint protection and management platform for</li> </ul>

Performance Metric	Target	Compliance
		<p>Windows, Apple and Android devices in a way that protects corporate data and applications in O365. Intune is replacing the Airwatch MDM thus reducing the operating cost associated with the number of licenses the NRPS would need to renew or purchase.</p> <ul style="list-style-type: none"> <li>• The Connected Officer program will utilize the Intune MDM.</li> </ul> <p>M0365 information management and governance will be fully integrated with the new recordkeeping software solution once purchased and installed.</p>

## Appendix 7

### 2022 – 2025 Strategic Plan Year 1 Reporting Requirements (2022)

#### Champion: Deputy Chief of Police, Support Services and Executive Officer to the Chief of Police

Performance Metric	Target	Compliance
1.1 Number of Town Hall meetings.	<p>Conduct two Town Hall meetings annually.</p> <p>Champion: Executive Officer to the Chief of Police.</p>	Not conducted due to Covid-19 priorities.
1.2 Number of opportunities for member input.	<p>Establish a Continuous Improvement Committee (CIC) by the end of Q2 in Year 1 to explore member improvement ideas and determine the feasibility of ideas.</p> <p>Establish Terms of Reference.</p> <p>Establish evaluation criteria.</p> <p>Champion: Deputy Chief of Police, Support Services.</p>	Continuous Improvement Committee has been established, and there are more than 40 members who have joined it. The terms of reference, evaluation criteria, and other governing materials will be formulated as part of the creation of the new Strategic Planning and Innovation Office, as the Continuous Improvement mandate is now under that office.
3.2 Streamlined training process for efficiencies in scheduling.	<p>Establish framework for continuous service delivery during future pandemics by the end of Year 2.</p> <p>Champion: Deputy Chief of Police, Support Services.</p>	Completed in first quarter of 2023.
6.1 Number and status of projects identified as supporting the 2022-2025 Strategic Plan.	<p>Establish the framework of this new Unit and identify the areas of responsibility by end of Year 1.</p>	The new unit's framework was established, and the target was achieved. The new unit is being created this year and the other targets are in progress.

Performance Metric	Target	Compliance
	<p>Develop Business Case to establish and fund the unit Create the Unit by end of Year 2.</p> <p>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.</p> <p>Establish a framework for continuous improvement and performing process reviews by the end of Year 4.</p> <p>Champion: Deputy Chief of Police, Support Services.</p>	



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

PUBLIC AGENDA

---

**Subject:** Quarterly Report – Niagara Regional Police Service Authorized Strength as at July 4, 2023

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

**Report Date:** 2023-07-04

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to provide the Board with a summary of actual versus authorized strength by rank/salary band of the uniform and civilian complement on a quarterly basis.
- This report is for the quarterly period beginning July 4, 2023.
- The Service's Executive Leadership Team is provided an authorized strength analysis on a monthly basis.

### Financial Considerations

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

### Analysis

In 2015, following a comprehensive staffing and workload review, the Niagara Police Services Board requested that the Chief of Police provide a quarterly report to the Board of actual versus authorized strength, by rank/salary grade for all uniform and civilian positions. In addition to the authorized strength, there are 13 uniform pre-hire positions included in the annual budget to mitigate the impact of retirements on front line operations.

The quarterly report for the period beginning July 4, 2023, as follows:

	Authorized	Actual
Chief of Police	1	1
Deputy Chiefs	2	2

	<b>Authorized</b>	<b>Actual</b>
Superintendents	5	6
Inspectors	14	15
Staff Sergeants	30	30
Sergeants	105	108
Constables	614	591
Prehires/Recruit Officers in Training	13	10
<b>Uniform Total*</b>	<b>784</b>	<b>763</b>
Civilian SOA Band 11	1	1
Civilian SOA Band 10	0	0
Civilian SOA Band 9	1	0
Civilian SOA Band 8	7	5
Civilian SOA Band 7	2	2
Civilian SOA Band 6	3	3
Civilian SOA Band 5	1	0
Civilian SOA Band 4	1	0
Civilian SOA Band 3	0	0
Civilian SOA Band 2	1	1
Civilian SOA Band 1	4	5
Civilian NRPA Band 11	23	23
Civilian NRPA Band 10	125	126
Civilian NRPA Band 9	21	19
Civilian NRPA Band 8	22	17
Civilian NRPA Band 7	30	27
Civilian NRPA Band 6	49	44
Civilian NRPA Band 5	27	26
Civilian NRPA Band 4	18	15
Civilian NRPA Band 3	1	1
Civilian NRPA Band 2	0	0
Civilian NRPA Band 1	0	0
<b>Civilian Total</b>	<b>337</b>	<b>315</b>
<b>Service Total</b>	<b>1121</b>	<b>1078</b>

\*12 Secondments are included in the Uniform Authorized Strength and are subject to external funding.

### **Alternatives Reviewed**

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

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

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

## Relevant Policy Considerations

Police Services Act.

## Other Pertinent Reports

8.4.2023.04.27 - Quarterly Report - NRPS Authorized Strength as at April 3, 2023

*This report was prepared by Cheryl Pathe, EIS Coordinator, Human Resources; reviewed by Linda Blood, Manager, Human Resources and Paul Koscinski, Acting Superintendent, Executive Services. Recommended by Bill Fordy, Deputy Chief, Support Services.*



---

### Submitted by:

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

## Appendices

Not applicable.





**REPORT OF BROCK UNIVERSITY CAMPUS SAFETY SERVICES  
TO  
THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD**

**Date of Report:** July 4<sup>th</sup>, 2023

**Date of Board Meeting:** July 27<sup>th</sup>, 2023

**Chair Jen Lawson  
and Members of the  
Regional Municipality of Niagara Police Services Board**

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

**Recommendation:** Receive for Information

**Background:**

An official Memorandum of Understanding, last updated during the 1<sup>st</sup> quarter of 2023, describes the ongoing formal relationship between the Regional Municipality of Niagara Police Services Board and Brock University.

This memorandum of understanding calls upon Brock University to supply information to the Board, on a quarterly basis, pertaining to complaints, use of force, discipline and arrests associated with officers designated as Special Constables (Article 30). At present, there are fourteen staff members who have received Special Constable designation at the University. In compliance with the above requirement, the following information is provided for the Board's consideration:

## **COMPLAINTS**

During the 2<sup>nd</sup> quarter of 2023, there were no incidents of inappropriate conduct alleged against any Special Constable engaged in the exercise of their official duties at Brock University.

## **USE OF FORCE**

During the 2<sup>nd</sup> quarter of 2023, the Special Constables did not require the application of use of force options in the performance of their duties.

## **DISCIPLINE**

During the 2<sup>nd</sup> quarter of 2023, there were no occurrences that resulted in discipline or arrest in relation to any member of Campus Safety Services.

## **MONTHLY STATISTICS**

Campus Safety Services produces a chart which captures calls for service and crime related statistics. The types of calls and their frequency tend to vary over the course of a calendar year, given the higher populations associated with the Fall and Winter Terms. Attached are statistics for the 2<sup>nd</sup> quarter of 2023 (April, May and June), as well as data from the 2<sup>nd</sup> quarter of 2022 for comparative purposes.

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

**Cost of Recommendations:** Nil

**Alternative Options:** Not Receive Report

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

**Prepared and approved by:**



**W. George Bench, Director  
Emergency Management  
Brock University**

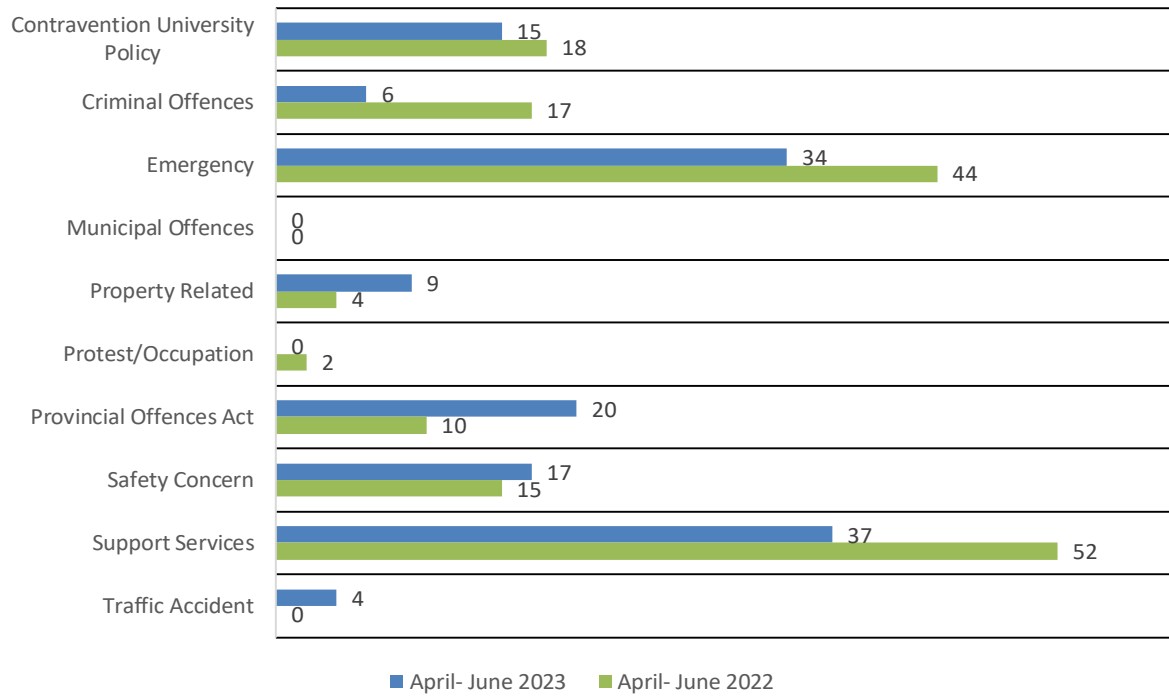
**Respectfully submitted by:**



**Jennifer Guarasci  
Acting Vice-President  
Administration, Brock University**



## Brock University Campus Safety Services 2nd Quarter Report April- June 2022 vs 2023





# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

PUBLIC AGENDA

---

**Subject:** Annual Report - Bail and Violent Crime -  
January 1 to December 31, 2022

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

**Report Date:** 2023-07-04

---

### Recommendation(s)

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

### Key Facts

- This report is submitted to the Niagara Regional Police Services Board pursuant to By-Law 215-2000.
- By-Law 215-2000, a By-Law respecting Bail and Violent Crime, was enacted to meet the requirements of Section 29 of the Ontario Regulation 3/99 - Adequacy and Effectiveness of Police Services: "Adequacy Standards Regulation" - CP-002.
- A summary of written procedures concerning Bail and Violent Crime can be found in Niagara Regional Police Service - General Order 019.09 – Violent Crime Bail.

### Financial Considerations

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

### Analysis

Section 29 of the Adequacy Standards Regulation requires that a Police Services Board have a policy on Bail and Violent Crime and requires the Chief of Police to establish procedures and processes in this regard. As a result of this requirement, the Board enacted "By-Law 215-2000, A By-Law Respecting Bail and Violent Crime (LE-023)" on November 30, 2000.

Section 5.1 of this By-Law instructs that:

The Chief shall make a written report to the Board on or before August 30 of each year. The report shall include:

- A summary of the written procedures regarding bail; and*
- Confirmation of the compliance with the procedures regarding bail.*

This report is submitted to provide the Board with the information required pursuant to By-Law 215-2000. The following addresses each of the above noted requirements:

a) *“a summary of the written procedures regarding bail.”*

In 2022, the Niagara Regional Police Service (NRPS) operated under the direction of General Order 019.09 - Violent Crime Bail.<sup>1</sup> This general order places responsibility on the investigating officer to determine the necessity of a bail hearing for any case involving violence or threatened use of violence. The General Order also outlines in detail the factors, information and documents that ought to be considered and reviewed by the officer in making this determination, as well as actions regarding noncompliance with bail release conditions.

When it is determined, based on all the information and evidence available, that an accused party is to be held for a bail hearing, the Investigating Officer is required to either oppose or choose not to oppose the bail release of the accused. The General Order and established bail processes requires that the officer articulate and substantiate their position and provide appropriate release conditions on the Bail Hearing Template in the Versadex Records Management System if the accused is released. The officer's supervisor or Central Holding Sergeant will review this template and determine if it is complete and appropriate for the circumstances. The Case Preparation Clerk later reviews all crown brief packages during the preparation of the information documents for the court and serves as an additional layer of accountability. The Quality Assurance Unit conducts a further review of all report submissions to ensure compliance with General Orders.

Section 3.4 (s) of the General Order directs that the Investigating Officer explain the bail hearing procedure to the victim and the right of the victim to attend the bail hearing. The officer preparing the brief should also consider and discuss with the victim whether it is necessary for the victim to attend the bail hearing to testify regarding any safety fears the victim may have.

Upon the arrival of the accused for a bail hearing, the General Order directs that a Court Services Bail Officer is present to record and report on the outcome. If an accused is released, the Bail Officer will notify the victim of the conditions of release if the victim is not present in the courtroom. If the Bail Officer is unable to speak with the victim, the Bail Officer will contact the Communications Unit and generate a call for service. A Uniform Patrol Officer is then assigned to follow up with the victim, complete the notification process and prepare a Post-Bail Report or Supplementary Report under the original incident. The Bail Officer also ensures that release orders and release conditions are forwarded for entry on to the Canadian Police Information System (CPIC).

---

<sup>1</sup> General Order 019.09 – Violent Crime Bail updated effective January 14, 2022.

Lastly, in the event of an accused being outside the jurisdiction of the NRPS, the General Order details procedures to be followed for their return.

b) “confirmation of compliance with the procedures regarding bail...”

The compliance of the NRPS, regarding bail procedures and the handling of persons in custody, can be evaluated by examining the effectiveness of the policies and practices in place.

In 2022, the NRPS presented 2,776 matters before the courts for bail hearings in relation to charges laid by police. These matters were mostly processed by video, while the accused was detained at NRPS - Central Holding at 5700 Valley Way, Niagara Falls, except for specific cases where an “in-person” bail hearing was ordered by the court.

In all cases involving the use of violence, Bail Officers were responsible for promptly recording and reporting the outcome of the Bail Hearing by way of a “Post Bail Report”. In 2022, Bail Officers submitted 1415 Post Bail Reports for 909 matters. This indicates that nearly 33 percent of the matters before the courts involved the use of violence.

The Courts and Prisoner Management Unit within the NRPS processed a total of 10,346 matters involving “in-custody accused persons” through the court houses at 59 Church Street, St. Catharines, and 102 East Main Street, Welland. These numbers include both the new charges and existing charges where the accused had been remanded back into custody. Of those total matters, 2,996 cases were processed “In-Person”, and 7,350 were processed virtually (by video or telephone).

The bail process is a vital function that serves as the mechanism for the NRPS and the justice system to protect victims of crime. The navigation of accused parties and victims of crime through the bail process has proven to be a well-established practice that includes multiple layers of review and accountability.

The first layer of review and accountability is the Investigating Officer as detailed within General Order 019.09. The Investigating Officer, having intimate knowledge of the offence(s), is directed to determine the necessity of a bail hearing for any case involving violence or threatened use of violence. The General Order outlines in detail the factors, information and documents that ought to be considered and reviewed by the officer in making this determination. Direction is also provided regarding the information and/or documentation required to support the position of the officer to oppose bail or not.

The second layer of accountability is the Administrative Cell Sergeant who is responsible for reviewing and approving all criminal crown briefs and for authorizing either the release or further detention/bail of all accused parties. Accused persons requiring further detention/bail are transported to Central Holding located at 5700 Valley

Way in Niagara Falls. There, the Administrative Cell Sergeant is responsible for reviewing and approving all criminal crown briefs and bail packages.

The third layer of accountability is the combined efforts of the Bail Officer's and the Office of the Crown Attorney that prepare and review the crown briefs for the courts. Any errors or oversights are identified, addressed, and presented to the presiding official during the bail hearing.

Quality Assurance Constables offer a fourth layer of accountability to the bail process. Incident reports and crown briefs, upon submission, are reviewed ensuring compliance with the Service's general orders inclusive of General Order 019.09. Each stage of the service's review and authorization of bail matters, and the steps and decisions implemented by the Investigating Officer are checked for quality, consistency, and compliance. If issues or errors are identified, corrective action is taken.

General Order 016.13 - Crown Brief Submissions, requires that the Court Services Unit provide a Court Services Officer and outlines duties and responsibilities regarding bail hearings. A review of internal practices revealed that the NRPS Court Unit assigns at least two Bail Officers to the centralized Bail Court function, located at 59 Church St., St. Catharines on normal business days. On weekends and statutory holidays, the Court Services Officer function is assigned to one Bail Officer.

#### Ministry of the Attorney General – Crown Attorney's Office

There continues to be an exceptional rapport between the Ministry of the Attorney General (Crown Attorney's Office) and the NRPS. To ensure that any concerns about the bail hearing process would be addressed in a timely fashion, the Service entered a Crown Protocol on February 10, 2004, as provided for in the Provincial Adequacy Standard LE-006. Regular meetings have been held since that time to address any issues. These regular meetings proved invaluable as justice partners could quickly and collaboratively respond and adapt to emerging issues. During 2022, these meetings continued by video/teleconference call and included all justice partners inclusive of: the Local Administrative Judge, the Local Administrative Justice, the Head Crown Attorney, Duty Counsel, Court Operations Managers, Victim/Witness Assistance Program, Probation and Parole and the NRPS.

#### **Alternatives Reviewed**

Not applicable.

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

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

## **Relevant Policy Considerations**

Police Services Board By-Law 215-2000, Bail and Violent Crime.  
General Order 019.09 – Violent Crime Bail.  
General Order 018.21 – Persons in Custody.

## **Other Pertinent Reports**

8.4.2022.10.27 – Annual Report – Bail and Violent Crime

*This report was prepared Dennis Andree, Sergeant, Courts and Prisoner Management Unit, reviewed by Nilan Davé, Inspector, Court and Prisoner Management Unit and James Mackay, Superintendent, Operational Support. Recommended by*



---

**Submitted by:**  
Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices**

None





# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

**PUBLIC AGENDA**

---

**Subject:** Annual Report – Homicide and Attempted Homicide Investigations  
January 1 to December 31, 2022

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

**Report Date:** 2023-06-28

---

### **Recommendation(s)**

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

### **Key Facts**

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

### **Financial Considerations**

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

### **Analysis**

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

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

---

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

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

General Order – 026.09 – Homicide Unit, was prepared and approved to comply with both the Provincial Adequacy Standards Regulation, Law Enforcement 039 – Homicide Investigations, and the Ontario Major Case Management (OMCM) Manual. This GO directs that the Homicide Unit must undertake investigative responsibility for all homicides and states, in part: “all homicides within the Region of Niagara; the direction, management, administration, and investigation of all assaults where death is imminent; sudden deaths of persons in police custody; missing persons (suspicious circumstances); or any criminal offence designated by the Chief of Police or designee.”

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

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

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

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

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

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

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

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

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

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

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

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

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

In 2022, 3 members of the Homicide Unit attended the OPC Homicide Course.

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

Status of Homicide Investigations:

Year	Homicides	Concluded	Before the Courts	Unsolved
2020	5	2	5	1
2021	6	1	10	0
2022	10	1	14	1
Total	21	4	29	2

The Opioid Education and Enforcement Unit (OEEU) is funded by the Province’s Community Safety and Policing Grant. The OEEU was established in 2017 with the objective to provide enforcement and education to reduce the availability and usage of opioids in the Niagara Region. In 2022, the OEEU began to address the rapidly increasing number of opioid-related deaths with the intention of holding those criminally responsible for such deaths accountable. The focus remains on the enforcement and education of opioid use and trafficking; however, when the evidence dictates, other offences such as manslaughter charges will be laid accordingly. As a result of the OEEU’s efforts, 4 investigations led to manslaughter charges related to opioid deaths. These 4 deaths are included with the total number of 10 homicides as reported for 2022, as they are considered threshold cases under MCM.

**Alternatives Reviewed**

Not applicable.

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

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

**Relevant Policy Considerations**

- By-Law 231-2000 – Investigation into Homicides
- General Order 026.09 – Homicide Unit
- General Order 095.10 – Major Incidents and Routine Criminal Investigations
- General Order 202.06 – Major Case Management

**Other Pertinent Reports**

8.2.2022.07.19 - Annual Report – Homicide and Attempted Homicide Investigations – January 1 to December 31, 2021.

*This report was prepared by Sarah Rose, Staff Sergeant, Major Crime Unit, in consultation with David Masotti, Inspector, Investigative Support Services. Reviewed by Todd Waselovich, Superintendent, Emergency and Investigative Services. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Emergency Planning  
January 1 to December 31, 2022

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

**Report Date:** 2023-06-27

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with Board By-Law 248-2000 – Emergency Planning.
- The Chief is required to make an annual written report to the Board with respect to Emergency Planning.
- This report provides a summary of the procedures required by this By-Law and the status of Service compliance with the said procedures.

### Financial Considerations

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

### Analysis

In accordance with By-Law 248-2000, the Chief shall make a written report to the Board on or before August 30 of each year in respect of the Emergency Plan. The report shall include:

- a) A summary of the Emergency Plan; and
- b) The status of Service compliance with the said Plan.

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

a) *“...a summary of the Emergency Plan...”*

The Service has participated with the Regional Municipality of Niagara (RMON) Public Health Department (Public Safety Division), in the development of a Regional Emergency Management Plan. That Plan, in conjunction with supporting documents, serves to outline basic responsibilities of the Service and other agencies during an emergency.

Section 26(2) of Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services, permits the Chief of Police to adopt a municipality's Emergency Plan as the Emergency Plan of the police service, provided that the Plan addresses the roles and duties of the police service during an emergency and the procedures to be followed by members of the police service during an emergency.

In 2014, the Service developed a police specific Emergency Plan that better reflected the requirements of Emergency Response Guideline #008 (Emergency Planning) described within the Policing Standards Manual. That Plan is cross-referenced to Plans held by the RMON, as well as Service policies that direct police responses during emergencies. Further, the Plan has been developed to reflect our adoption of the provincially-based Incident Management System as introduced by the Office of the Fire Marshal and Emergency Management.

That Plan was approved by the Chief of Police on March 24, 2014. An electronic version of the Plan is available to all members on IRIS (NRPS members' intranet information portal). In January 2020, the Emergency Plan was reviewed and updated to reflect minor changes to relevant general orders that are cross-referenced in the Plan.

b) *“...the status of Service compliance with the said Plan...”*

With the development of a police specific Emergency Plan, complemented by Emergency Plans held by the RMON, general orders, participation in joint training exercises, and the provision of ongoing consultation, the Service complies with the requirements of the Provincial Adequacy Standards, as well as the procedures outlined within Section 4 of By-Law 248-2000.

In addition, the Service, the RMON Public Health Department (Public Safety Division), municipal fire services from across the Region, and Niagara Health have long partnered to form the Chemical, Biological, Radiological, Nuclear, and Explosives Response Team (CBRNE Niagara). The Service is represented on this committee by the Emergency Services Inspector and Staff Sergeant. Other members of Emergency Services and the Explosives Disposal Unit also serve on a consultative basis to this committee.

The Emergency Services Inspector also represents the Service on the Regional Emergency Management Program Committee. This group ensures that open lines of

communication and a collaborative approach to Emergency Planning is maintained across all departments.

In February 2022, multi-agency, scenario-based training exercises were conducted involving regional partners along with several Provincial and Federal agencies including the Service's Emergency Services Staff Sergeant, the St. Lawrence Seaway, CN Police, Region of Niagara - Emergency Management, Emergency Medical Services, Niagara Public Health, St. Catharines Fire Service, Thorold Fire Service, Transport Canada, the Ontario Ministry of Labour, and the Canadian Coast Guard.

In early 2022, the NRPS, along with Niagara Emergency Medical Services (NEMS), developed a Tactical Paramedic Program. Members of the NEMS's Special Response Unit are trained to assist Critical Incident Commanders and members of the Emergency Task Unit (ETU) at critical incidents.

In May and October 2022, the Service conducted Critical Incident Command training involving members of the ETU, Tactical Support Group, Crisis Negotiators, Scribes, Critical Incident Commanders, and members of NEMS.

In December 2022, at the request of the Region's Director of Community Services, the Emergency Services Staff Sergeant conducted a review of the Region's 15 Emergency Response Plans for all long-term care facilities. Recommendations were made regarding specific Plans including, missing residents, bomb threats, and lockdowns/intruders.

The Emergency Services Inspector, along with the Emergency and Investigative Services Superintendent, also participate in regular meetings with the Regional Community Emergency Management Coordinators (CEMCs). This group is comprised of the CEMCs from each municipality (Fire Chiefs), as well as the Regional CEMC. Also participating with this group are representatives from Niagara Health and NEMS.

### **Alternatives Reviewed**

Not applicable.

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

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

### **Relevant Policy Considerations**

Niagara Police Services Board By-Law 248-2000 – Emergency Planning,  
Section 26, O. Reg. 3/99 - Ontario Police Services Act.  
Provincial Adequacy Standards Regulation, ER-008 - Emergency Planning.



## Other Pertinent Reports

8.4.2022.06.23 – Annual Report – Emergency Planning – January 1 to December 31, 2021.

*This report was prepared by Jamie Munro, Staff Sergeant, Emergency Services Unit, in consultation with Darrin Forbes, Inspector, Emergency Services, and reviewed by Todd Waselovich, Superintendent, Emergency and Investigative Services. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Policing Aboriginal Occupations and Protests  
January 1, 2022 – December 31, 2022

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

**Report Date:** 2023-06-26

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 324-2012 as it relates to Policing Aboriginal Occupations and Protests.
- The Chief is required to make a written annual report to the Board with respect to Policing Aboriginal Occupations and Protests.
- This report is submitted to provide the Board with the necessary and required information relating to the Service's written procedures and response to Policing Aboriginal Occupations and Protests.

### Financial Considerations

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

### Analysis

The Niagara Regional Police Service (NRPS) has written policies that establish procedures and responsibilities for all members in the policing and management of Aboriginal occupations and protests within the Region of Niagara. These policies appear in General Order 230.03, entitled Policing Aboriginal Occupations & Protests. It is the policy of the Service to protect the individual rights guaranteed within federal and provincial laws, inclusive of those specifically respecting the rights of Aboriginal persons of Canada as set out in the Canadian Charter of Rights and Freedoms.

The Service recognizes that conflicts may arise as Aboriginal communities and various levels of government work to resolve outstanding issues associated with matters such as land claims, self-determination and Aboriginal or treaty rights. It is the role of the Service to make every effort prior to an event to understand the issues and to protect the rights of all involved parties throughout the incident.

*Aboriginal occupation* means: the seizure and control of an area of land arising from assertions of Aboriginal or treaty rights by members of an Aboriginal group (General Order 230.03)

*Aboriginal trust* means: a physical demonstration related to assertions of Aboriginal or treaty rights by members of an Aboriginal group. (General Order 230.03)

In accordance with By-Law 324-2012, the Chief shall make a written report to the Board each year in respect to Policing Aboriginal Occupations and Protests, and that report shall include the following:

- a) a summary of the procedures as required by this By-Law;
- b) the status of Service compliance with the said procedures;
- c) a summary of the training given to members with respect to policing Aboriginal occupations and protests;
- d) a summary of any incidents of police response to Aboriginal occupations and protests; and
- e) a summary of the steps taken by the Service to monitor and evaluate response to Aboriginal occupations and protests.

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

- a) "... a summary of the procedures as required by the By-Law..."

General Order 230.03 provides guidelines and procedures regarding the Service's response to Aboriginal occupations and protests. This Order came into effect on January 28, 2014 and was updated in May 2018.

General Order 230.03 includes the following information:

1. Policy (Section 1.0)
2. Definitions (Section 2.0)
3. Procedures (Section 3.0) - Role of Service members

The Order places emphasis on officers to remain neutral, build trust, and use communication skills through negotiation, mediation, and dispute resolution.

With regards to Aboriginal communities, the Aboriginal Liaison Officer will: build trust, maintain contacts, remain current on issues, facilitate communications, and provide advice to the Service Executive and Incident Commanders.

The Order provides direction for Incident Commanders in the event of an Aboriginal occupation or protest, including multiple aspects of communication, mediation, and arrangement of appropriate resources.

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

The Service maintains three Aboriginal Liaison Officers and four Provincial Liaison Team (PLT) Officers. These officers fulfill the requirements of and maintain compliance with the Order.

The Ontario Provincial Police (OPP) developed and maintains a PLT. The Service currently has four members involved as part of this team, to ensure police respond effectively and efficiently to major events involving First Nations. PLT members work with all involved parties leading up to and during these events to facilitate safe and lawful environments for the exercise of the rights to freedom of speech and peaceful assembly.

c) "... summary of training given to members ..."

Aboriginal Liaison Officers receive training in Aboriginal awareness (facilitated through the University of Alberta, Indigenous Canada Course and/or through the OPP), diversity and diversity related issues (facilitated through the Ontario Police College), and they attend the Fort Erie Native Centre for Aboriginal sensitization workshops. Training is periodically updated through courses, conferences, or workshops.

PLT officers receive training through the OPP on Aboriginal issues, diversity, culture, and effective management of disputes and protests. Training is periodically updated through courses, conferences, or workshops.

d) "... summary of any incidents of police response to Aboriginal occupations and protests ..."

There were no identified Aboriginal occupations or protests throughout 2022.

Although not defined as an occupation or a protest, there were two incidents of note during 2022. One incident was a planned Memorial Round Dance that took place at the Market Square in St. Catharines, on March 18, 2022. This was an organized event in response to the death of an Aboriginal individual at a local hospital. An Aboriginal Liaison member was in contact with the family of the deceased and the organizers, prior to the event. This was a peaceful assembly, which had both local counsellors and a member of Provincial Parliament in attendance.

The second event of note was a planned march in the Town of Fort Erie (TOFE) in recognition of Reconciliation Day, taking place on September 29, 2022. This march was coordinated through the efforts of the TOFE, the NRPS Aboriginal Liaison Officer, and the Fort Erie Native Friendship Centre personnel. Several participants took part in this peaceful march, that did require further police resources due to public safety concerns, regarding the closure of roadways along the route.

There were no NRPS expenses incurred for either of the two identified events.

e) "... summary of steps taken to monitor and evaluate police response..."

To ensure the Service continues to monitor and evaluate responses:

General Order 230.03 is readily available and is the responsibility of all members to be cognizant of, and to comply with.

It is the responsibility of Aboriginal Liaison Officers, to monitor and evaluate police response and identify incidents and issues which will be reported through the Chain of Command. Each incident or issue will be assessed, and the appropriate resources applied.

### **Alternatives Reviewed**

Not applicable.

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

Not applicable.

### **Relevant Policy Considerations**

Police Services Board By-Law 324-2012  
General Order 230.03 Policing Aboriginal Occupations and Protests

### **Other Pertinent Reports**

8.22.2022.05.19 - Annual Report – Policing Aboriginal Occupations and Protests – January 1, 2022 to December 31, 2022.

Police Service Board Report item 8.2 on March 23 agenda - Short Hills Provincial Park – 2022 First Nations Deer Harvest and Associated Costs

*This report was prepared by Eric Ellwood, Staff Sergeant, 5 District Commander, and reviewed by Shaun Parrent, Acting Superintendent, District Operations. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Police Response to Persons who are Emotionally Disturbed or have a Mental Illness or Developmental Disability  
January 1 – December 31, 2022

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

**Report Date:** 2023-06-23

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 205-2000, Police Response to Persons - Emotionally Disturbed, Mental Illness or Developmental Disability.
- The Chief is required to make a written annual report to the Board with respect to this By-Law.
- This report will provide a summary of requirements to ensure the Service is compliant with the By-Law.

### Financial Consideration

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

### Analysis

Regional Municipality of Niagara Police Services Board enacted board By-Law 205-2000, Police Response to Persons - Emotionally Disturbed, Mental Illness or Developmental Disability. This By-Law requires; the Chief of Police shall make a written report to the Board on or before August 30 of each year, in respect of police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability. The report shall include:

- a. A summary of the written procedures concerning police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability.
- b. The status of Service compliance with the said procedures.

- c. A summary of the training given to members with respect to police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability; and,
- d. A summary of issues raised and/or discussed with community partners relating to police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability.

#### Detailed Response

- a. A summary of the written procedures concerning police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability.

General Order 167.07, entitled Mentally Ill Persons, which outlines police responsibilities, administrative requirements, and practical procedures, when responding to persons who are emotionally disturbed, have a mental illness or suffer from a developmental disability. This General Order is reviewed bi-annually and is currently under review.

- b. The status of Service compliance with the said procedures.

The Niagara Regional Police Service (NRPS) continues to collaborate with community members and agencies, health care providers, government agencies, municipal officials, other criminal justice agencies, and the local crown attorney to ensure service delivery relating to persons who have a mental illness or developmental disability remains compliant.

#### Examples of Partnerships:

The St. Catharines site of the Niagara Health System (NHS) has the only Schedule 1 Psychiatric Facility in the Niagara Region. Officers utilize the Health IM Brief Mental Health Screener (BMHS) system to complete a BMHS form from the vehicle Mobile Data Terminal. This form is electronically submitted to the hospital prior to arrival, and it is automatically attached to the Versadex report. Changes such as these, as well as the development of the Mobile Crisis Rapid Response Team (MCRRT) program, have resulted in greater efficiencies for patient admittance and decreased wait times for officers at the hospital.

The MCRRT program has been operational since July 2015. Each team consists of a Canadian Mental Health Association (CMHA) worker and a Crisis Intervention Trained (CIT) Officer. The team responds to calls as first responders in St. Catharines, Thorold, Niagara Falls and Niagara on the Lake, primarily serving individuals in crisis presenting symptoms of mental illness, behavioral disorders, or substance-use

problems. MCRRT is available seven days a week between 12:00 p.m. and 12:00 a.m.

- The primary objectives of MCRRT include the following:
- Decrease wait times for individuals in crisis to connect with a mental health worker,
- Decrease the number of Mental Health Act apprehensions, divert from hospital,
- Increase community connections to service for individuals in crisis; and
- Develop police capacity to respond to mental health calls.

The following table provides an overview of the number of calls attended by MCRRT units in each full year since the inception of the unit and includes both the number and percentage of calls that did not result in apprehension under the Mental Health Act.

	2018	2019	2020	2021	2022
MCRRT Calls for Service	959	927	750	1431	1883
Non-Apprehensions	657	623	460	1009	1463
% Diverted from hospital	68.5	67.2	61	71	78

The COAST program is a collaboration between NRPS, CMHA, Niagara Health System, and the Distress Centre. Like the MCRRT program, each COAST team consists of a CMHA worker and a CIT officer. COAST teams cover the Region and are available seven days a week, Monday to Saturday from 10:00am to 10:00pm, and Sundays 12:00pm to 8:00 p.m.

The team follows up with persons reported as being in crisis who are not in immediate need of an intervention or who are considered a vulnerable person including persons who have mental illness, suffer from a developmental disability, Alzheimer's, or Dementia. Services provided include crisis assessment, intervention, providing information, support, and referrals to other agencies for those in need or their families. When available, they provide rapid response to persons in crisis primarily in the areas not covered by MCRRT.

COAST calls are generated by both the CMHA and the NRPS. Any NRPS Officer can request a COAST review for any type of incident by submitting a COAST referral form through the Versadex computer-reporting system. COAST receives the requests by way of the workflow management feature. COAST reviews are mandatory for all persons in crisis type incidents. Additional referrals are generated by the Quality Assurance Unit who reviews all reports for content and completeness. Other call types that are often sent for review by COAST include welfare checks, unwanted persons, neighbour disputes, and assist ambulance calls.

The COAST Unit received 4841 Police referrals in 2022, and Mobile Outreach



conducted approximately 339 visits in 2022. Mobile Outreach is staffed with 2 Mental Health Workers or a Mental Health Worker and Officer depending on the situation presented. During these outreaches, the COAST team assesses and connects the community member with the community resources best suited to achieve positive outcomes for the individual while maintaining the safety of all those involved.

The Service and CMHA continue to research innovative ways to enhance the COAST Unit and ensure that the resources of the unit are used to its maximum potential.

- c. A summary of the training given to members with respect to police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability; and,

CIT was designed by the St. Joseph's Healthcare facility in Hamilton to assist police with their response to persons who are emotionally disturbed or who have a mental illness or a developmental disability. Locally, CMHA provides CIT training to NRPS members. The one-week course includes presentations from community mental health agencies, medical personnel, family advocates, and clients of mental health services within the Niagara Region.

CIT training is required for all sworn officers and offered to civilian members.

There were 2 CIT training courses were held in 2022, adding a total of 47 new people trained. As of December 31, 2022, there were 441 sworn members trained in CIT, with an additional 89 civilian members.

- d. A summary of issues raised and/or discussed with community partners relating to police response to persons who are emotionally disturbed or who have a mental illness or a developmental disability.

Wait times at hospitals continues to be an issue for NRPS front line operations. With the increase of persons experiencing crisis in the community, a shortage of bed availability and staffing challenges being experienced by the Niagara Health System's contracted security company, efforts to decrease wait-times has been a challenge. The Service remains committed to working with community stakeholders to find solutions to lower these wait times.

MCRRT partners a CMHA worker with a CIT Officer. The team responds to calls involving individuals in crisis that are presenting symptoms of mental illness, behavioural disorders, or substance-use problems. The MCRRT has been operational in St. Catharines/Thorold since 2015 and expanded into Niagara Falls in 2021. In April 2022, provincial funding through a grant was secured, which supported an MCRRT expansion into Welland. The Welland MCRRT pilot concluded in April 2023.

---

## Alternatives Reviewed

Not Applicable.

## Relationship to Police Service/Board Strategic Priorities

This report meets the annual requirement of reporting on By-Law 205-2000 and confirms compliance for both the Service and the Board.

## Relevant Policy Considerations

- Police Services Board By Law No. 205-2000, a By-Law Respecting Police Response to Persons - Emotionally Disturbed, Mental Illness or Developmental Disability
- NRPS General Order 167.07 - Mentally Ill Persons.
- Policing Standards Manual LE-013

## Other Pertinent Reports

8.11.2022.03.24 – Annual Report - Police Response to Persons Who Are Emotionally Disturbed or have a Mental Illness or Developmental Disability.

*This report was prepared by Virginia Moir, Sergeant, 1 District Administration in consultation with Robert LaPlante, Inspector, 1 District Commander, and reviewed by Shaun Parrent, Acting Superintendent, District Operations. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Problem Oriented Policing, Community-Based Crime Prevention and Community Patrol  
January 1 to December 31, 2022

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

**Report Date:** 2023-06-22

---

### Recommendation(s)

**That the Niagara Police Services Board receives these reports for information.**

### Key Facts

- The purpose of this report is to advise the Police Services Board that the Service is in compliance with Board By-Law 191-2000 – Problem Oriented Policing, By-Law 192-2000 – Community-Based Crime Prevention and By-Law 193-2000 - Community Patrol
- The Chief of Police is required to make a written annual report to the Board with respect to Problem Oriented Policing, Community-Based Crime Prevention and Community Patrol.
- This report provides a summary of requirements to ensure the Service is compliant in following these By-Laws.

### Financial Considerations

Unless otherwise indicated, the projects referenced in this report were conducted by on-duty members during the regular course of their duties. As such, they did not incur additional costs to the Service.

### Analysis

#### Problem Oriented Policing By-Law 191-2000

The Chief shall make a written report to the Board on or before August 30 of every year in respect of problem-oriented policing. This report will contain:

- a) a summary of the written procedures regarding problem-oriented policing
- b) the status of Service compliance with said procedures.
- c) the steps taken by the Service to promote, implement and evaluate problem-oriented policing initiatives.

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

- a) a summary of the written procedures regarding problem-oriented policing

NRPS General Order 149 - Community Patrol and Problem Oriented Policing, provides members with written procedures on how to initiate problem oriented policing initiatives to address community issues concerns. This General Order is reviewed bi-annually and is set for review in 2023.

- b) the status of Service compliance with said procedures,

In accordance with NRPS General Order 149, all officers and supervisors assigned to general patrol shall: promote, plan, and implement directed patrol and/or problem-oriented policing initiatives to address public safety concerns, high incidents of crime, public disorder, and road safety.

- c) ...” the steps taken by the Service to promote, implement and evaluate problem oriented policing initiatives”,

Recruit officer training from the onset includes preparing and delivering problem-oriented initiatives. This training prepares officers to recognize key elements of community safety concerns and respond with initiatives and/or directed patrol efforts throughout their career. The following directed patrol and/or problem-oriented policing initiatives are an overview of several implemented during this reporting period. Many of the initiatives are operationalized in all districts across the region, while others are exclusive to the concerns in a specific community.

#### Summary of 2022 Initiatives and Community Patrols

**Back to School Road Safety Initiative:** This annual initiative was carried out to remind drivers that kids are back in school. Patrols aimed to target impaired drivers, drivers who are speeding, disobeying school bus protections, disobeying stop signs, and other Highway Traffic Act (HTA) violations that endanger the safety of the students. This initiative was developed to establish safe roadways and a safe environment for the students in the Niagara Region. A total of 8 warnings and 2 Provincial Offence Notices (PON) were issued.

**Operation Impaired Driver Enforcement:** This initiative was designed to increase the deployment of the Approved Screening Devices (ASD) that are currently available. The initiative ensured that all ASDs were assigned to qualified officers for the duration of the shift. As a result of this initiative, there were 22 Part 1 PONs, 2 Part III PON's, and 6 warnings issued for other traffic offences that came to light due to sobriety related vehicle stops.

**Operation Secord Speeders:** This initiative was created in response to specific public complaints received regarding speeding in a school zone. Increased police visibility and enforcement were utilized to reduce vehicle speed. A total of 5 warnings and 1 PON was issued.

**2 District Traffic Safety Initiatives:** These initiatives were initiated by individual 2 District Platoons to address community concerns related to traffic safety. A myriad of initiatives occurred throughout the year that targeted; speeding, careless driving, unnecessary noise, distracted driving to name a few. Platoons collaborated on directed patrol and organized enforcement activities. In total 72 PON's and 24 Provincial Offence Warnings were issued to violators.

**Driving Complaints:** 3 District received several driving complaints of vehicles not stopping for red lights/stop signs/school buses, speeding, loud mufflers heavy trucks and off-road vehicles. Subsequently, several traffic initiatives were conducted in identified areas with officers monitoring intersections and conducting radar/lidar enforcement. Officers partnered with Ministry of Transportation (MTO) Enforcement Officers and City By-Law Officers on heavy truck enforcement. ATV patrols were also conducted along the St. Lawrence Seaway property educating the public, enforcing the Off-Road Motor Vehicles Act and The Trespass to Property Act.

**Crossing Guard Initiative:** 5 District members responded to complaints received through the Town of Fort Erie, implementing an initiative directed at multiple student crossing locations. Members were present to monitor and enforce HTA offences.

**Traffic Enforcement Rural Roads:** Focused traffic enforcement is conducted in rural areas of the Niagara Region prone to a high frequency of vehicles travelling at excessive speeds as identified through citizen complaints.

**Overweight Trucks:** Officers along with members from the Traffic Enforcement Unit (TEU) responded to complaints regarding overweight trucks on west Niagara roadways. Education was pushed out over the district Twitter account. This led to a heightened awareness of the approved truck routes within west Niagara. Numerous charges were laid under the HTA, and a significant reduction in the number of commercial motor vehicles traveling on restricted roadways.

**Truck Safety Blitz:** 8 District and MTO officers conducted 4 safety blitzes targeting unsafe large commercial vehicles using the roads in west Niagara. Policing partners from the Ontario Provincial Police and Halton Regional Police Service also participated. In June, officers took part in these joint forces initiatives to prevent large commercial motor vehicles that were attempting to avoid the MTO scales from utilizing roads within the Town of Lincoln that were not designed to accommodate such large vehicles as part of "Operation Avoidance".

**Bicycle Safety:** Police and Wendy's Restaurant once again partnered in the 'Free Frosty Campaign' where 10,000 coupons were provided to front-line officers to distribute to youths displaying good bicycle safety by wearing a helmet and obeying the rules of the road. New for 2022, Wendy's, with the assistance of officers, gave away 150 bicycle helmets on kick off day. Officers also assisted in the 2 Safety Village courses that were each one weeklong.

Since the inception of the CORE Unit in April 2022, the unit has focused on building relationships with key stakeholders and identifying problems and resolutions together.

This has brought about greater police visibility and easier accessibility to police by members of the public and stakeholders in the community to address an array of topics.

**Bicycle and Foot Patrol Initiatives:** Throughout the year, to adopt a stronger focus on community policing and visibility, bicycle and foot patrols were initiated in the downtown cores and recreational areas. While walking the beat, officers routinely engaged with local shop keepers and citizens identifying problem areas and concerns. Issues related to homelessness, unwanted persons, thefts, damage, drug use, and discarded paraphernalia were identified and addressed.

**Operation Supply and Demand:** This initiative was designed to create a relationship with the homeless community in St. Catharines by providing care packages to individuals in need. In doing so, police interacted with the individuals that frequented the downtown area. This helped reduce calls involving these individuals and helped to build relationships.

**Homeless Persons Outreach:** With the onset of cooler weather, police in 3 District Welland worked closely with the staff from Niagara Assertive Street Outreach, Gateway Niagara, and The Hope Centre. These partnerships were valuable and assisted several persons who were living in tents or vehicles by providing them with temporary and/or permanent shelter.

**Operation Outline:** Officers participated in this project from November 2022 through April 2023. With the onset of inclement weather, the City of Port Colborne Staff had reported a significant increase in damage or entry to city owned and operated buildings and facilities. In many cases, individuals gained entry to these facilities for the purpose of taking up temporary residency to avoid inclement weather. Through correspondence with city staff, 15 individual locations were identified. Officers then conducted directed patrols at and around these identified locations. Over the course of this project, Police identified 11 individuals, taking this opportunity to connect these individuals with the resources who could help to find temporary shelter.

**Lock it or Lose It:** This initiative is an annual public reminder and was conducted throughout the year. Using social media posts and increased police visibility, the community is alerted to the risk of theft from vehicles. Officers conduct foot and bicycle patrols throughout open-air malls and businesses, making themselves visible to patrons and business owners. Furthermore, while onsite, officers also walked through the parking lots, visually checking for unlocked cars, placing an educational pamphlet on the windshield of parked vehicles. This initiative incorporated increased police visibility along with awareness for motorists of securing items in their vehicles out of plain view.

**Lundy's Business Initiative:** A high visibility, crime prevention initiative took place over three months to address issues in commercial businesses on Lundy's Lane. Uniform officers performed high frequency, high visibility patrols engaging business owners to discuss crime related issues and crime prevention strategies. The NRPS 'On-Line Reporting' portal was reviewed, and businesses were encouraged to report minor incidents that may have not been previously captured. The high visibility patrol continued during evening hours with officers patrolling parking lots when businesses were closed.

**Operation Safe Storage:** In response to an increase in break and enter reports to commercial storage businesses located in Niagara Falls, Project Safe Storage was developed. This initiative included high frequency, high visibility patrol of these businesses by uniform officers. Officers took the opportunity to speak with business owners to discuss crime prevention strategies to deter future break and enters.

**Crime Prevention Through Environmental Design (CPTED):** Several requests were received from businesses, community groups and homeowners to have an officer come out to their property and offer suggestions to discourage crime. Police were able to work with homeowners and business owners to make recommendations for improved safety.

**High School Beach Day:** District officers, along with CORE Unit members planned for, and were present, during the annual high school unsanctioned beach day across the Region. The annual beach day had been postponed due to the pandemic and a large number of students were expected. Officers utilized ATV patrols and foot patrols to engage with the students who attended this event. Police enforced the Liquor Licence Act and the Trespass to Property Act throughout the day.

**Parks and Beat Patrol Initiatives:** Officers assigned to 5 District Fort Erie, monitored and patrolled various locations which included, Crystal Ridge Park, Fort Erie Skatepark, Ferndale Park, Lions Sugarbowl Park, Stevensville Memorial Park, and Ridgeway Village Square. Members attended during the summer months to enforce various HTA offences in and around the surrounding areas as attendance increased due to the warmer weather. Members from 5D also conducted routine foot patrols in and around community centres.

**Beach Patrols:** The beaches of Niagara remained popular destinations in 2022 and quickly overwhelmed local infrastructure that was put in place. On weekends, all beaches were at, or over, capacity and parked vehicles exceeded available parking spaces. Officers worked with local By-Law to help address the influx of people. From the start of August until Labour Day weekend, additional officers were hired to deal with the influx of people and related the call volume associated to the Sherkston beaches.

## **Analysis**

### Community-Based Crime Prevention By-Law 192-2000

In Accordance with By-Law 192-2000, a By-Law respecting Community-Based Crime Prevention was enacted as a result of Provincial Adequacy Standards Regulation CP-002, which requires the Chief to make a written report to the Board annually with respect to Community-Based Crime Prevention initiatives. The report shall include:

- a) a summary of the written procedures concerning Community-Based Crime Prevention initiatives;
- b) the status of Service compliance with the said procedures;
- c) a summary of current Crime Prevention initiatives and an indication of their success;

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

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

- a) summary of the written procedures concerning Community-Based crime Prevention initiatives.

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

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

The Service is committed to working with municipalities, school boards, community organizations, neighbourhoods, businesses, and neighbouring municipalities or jurisdictions, to develop and implement Community-Based Crime Prevention initiatives. The Service ensures the Community-Based Crime Prevention initiatives are consistent with the Ontario Mobilization and Engagement Model of Community Policing. The pandemic and associated restrictions impacted proactive Crime Prevention initiatives throughout the first half of the year and caused the cancellation of Crime Prevention based educational opportunities such as a CPTED course.

- c) a summary of current Crime Prevention initiatives and an indication of their success.

The following is a summary of Crime Prevention initiatives during 2022:

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

Operation Sunset: This initiative focused on issues with out-of-town residents from areas in lockdown attending the Niagara area beaches. This initiative focused on disturbances, noise complaints, impaired driving, HTA offences, and COVID-19 related municipal By-Laws. This project was highly effective and addressed numerous citizen complaints. Police did not observe any offences during the targeted patrol, and it was not necessary to generate additional calls for service. This initiative is a prime example of the effectiveness of police presence in suppressing crime.



**Operation Safe Haven:** This initiative focused on increasing a visible police presence, liaising, and improving relations with Bethlehem Housing staff and residents, resulting in decreased calls for service through proactive patrols around the property. A noted reduction in calls for service was observed. This project will continue into 2023.

**Operation Roehampton Park:** This initiative was created as a result of 64 calls for service involving this area, including assaults, disturbances, and drug related offences. Police were able to utilize a proactive approach to lessen ongoing issues at this location, conducting foot patrols in the area to deter crime. Officers also provided crime prevention through environmental design recommendations to Public Works, such as improved lighting to the area.

**Operation Quiet Times:** This initiative was created in response to ongoing noise, mischief, and Emergency Order violation complaints. Juneberry Road and Winterberry Blvd, Thorold quickly became known as a gathering party area for Brock students, as hundreds of people attended this location every Friday and Saturday night. This resulted in a large increase in calls for service. A committee of community stakeholders was created in response to this issue, including the Service, the Mayor of Thorold, City of Thorold By-Law, Brock Student Union, and Brock Security. A total of 2 arrests, 70 noise complaints, and 82 PON's were issued.

**Community Support Officer Program:** This program is in its fourth year and continues to flourish with the necessity of the program increasing each year. A dedicated officer is in daily communication with community members experiencing homelessness and helping to connect those in need with outreach workers when required. This program was expanded and dedicated officers were assigned to this role on weekends or when the dedicated officer was absent.

**ATV Patrol Initiative:** Officers assigned to 5 District and the Town of Fort Erie worked jointly with ATV patrols at various locations which included Waverly Beach, Crescent Beach, Bernard Avenue Beach, Bay Beach, Crystal Beach Waterfront Park, and the Friendship Trail. This initiative ran from February to November. Police received a high volume of complaints from the public regarding Off-Road vehicles such as ATVs, which are prohibited in accordance with local by-laws. The Service utilized uniform members on marked ATVs to enforce and educate violators.

**Cottage Checks:** As part of the Service's commitment to crime prevention and patrols of summer vacation properties, uniform members utilized foot patrol, ATV patrol and marked cruisers to conduct checks along the Lake Erie Shoreline. The cottage checks consisted of ensuring doors and windows were locked and secured with no obvious signs of damage or forced entry. Cottage check signs were left at the property for owners to inform them that police were active in the area patrolling and conducting these checks.

**Operation Compliance:** The purpose of this project was to conduct compliance checks on persons that were bound by specific terms of Release Orders/Probation Order and to apprehend wanted persons within the community. A secondary purpose was to have an increase presence in identified areas of concern relating to potential criminal activity. As a result of this project, 20 arrests were made in relation to wanted persons failing to

comply with conditions of their Release Orders. Numerous address verifications were also conducted to ensure compliance with specific conditions.

Operation Capture: Project Capture was a proactive crime prevention initiative aimed at identifying emerging crime trends and associated Persons of Interest. The initiative involved officers gathering and sharing intelligence relating to local community issues which led to 82 information reports which assisted in identifying various Persons of Interest within specific geographical areas and timelines. These centralized reports led to focusing various high visibility directed patrols and associated arrests.

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

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

## **Analysis**

### Community Patrol By-Law 193-2000

The Chief shall provide the Board with an annual report for the period July 1 to June 30, on or before August 30, of every year. This report shall include:

- i. Confirmation of compliance with the Directed Patrol procedure.
- ii. The high and low numbers of members assigned to the Patrol Unit, with particulars and reasons for any period that the Patrol Unit numbers were less than those required under Section 3.3.1.
- iii. Costs of directed patrols.
- iv. The status of the outcome of the Directed Patrol initiative including the effect of directed patrol on crime, calls for service, public disorder analysis and road safety.

### Detailed Response

- i. Confirmation of compliance with the Directed Patrol procedure.

In accordance with our general order, supervisors shall monitor and evaluate all directed patrols to ensure compliance with procedures. During this reporting period, the Service has remained compliant with all procedures.

- ii. The high and low numbers of members assigned to the Patrol Unit, with particulars and reasons for any period that the Patrol Unit numbers were less than those required under Section 3.3.1.

Directed patrol, as part of addressing concerns raised within the community, forms the core patrol responsibilities of every uniform member of the Service. When staffing levels permit, front-line supervisors can assign members to problem oriented policing initiatives, including traffic enforcement. Supervisors are responsible for the deployment of all members when hired on overtime to deal with directed patrols targeting concerns raised within the community. The Patrol Unit numbers were not less than required at anytime in 2022.

- i. Costs of directed patrols.

Unless otherwise indicated, the projects referenced in this report were conducted by on-duty personnel, during the regular course of their duties and did not incur additional costs to the Service.

- i. The status of the outcome of the Directed Patrol initiative including the effect of directed patrol on crime, calls for service, public disorder analysis and road safety.

Supervisors are responsible for monitoring and evaluating problem oriented policing initiatives. The evaluation includes an assessment of the level of success achieved and a consideration of the potential for the initiative to be continued, expanded, or ended. This evaluation is documented by way of a memorandum directed to the District Commander.

### **Alternatives Reviewed**

Not applicable.

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

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

### **Relevant Policy Considerations**

By-Law 191-2000, Problem Oriented Policing  
By-Law 192-2000, Community-Based Crime Prevention  
By-Law 193-2000, Community Patrol.  
General Order 149.04 – Community Patrol and Problem Oriented Policing.

### **Other Pertinent Reports**

8.23.2022.05.19 - Annual Report – Problem Oriented Policing and Community Patrol  
8.13.2022.05.19 - Annual Report – Community-Based Crime Prevention

*This report was prepared by Virginia Moir, Sergeant, 1 District, in consultation with Shaun Parrent, Inspector, 2 District, Sandy Staniforth, Inspector, 3 District, Eric Ellwood, Staff Sergeant, 5 District Commander, Phil Liczkai, Staff Sergeant, 6 District Commander, Chris Lemaich, Staff Sergeant, 8 District Commander, and reviewed by Brian Ash, Superintendent, District Operations. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Safe Storage of Police Service Firearms  
January 1 to December 31, 2022

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

**Report Date:** 2023-06-16

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with Board By-law 258-2003 – Safe Storage of Police Service Firearms.
- The Chief is required to make an annual written report to the Board with respect to Safe Storage of Police Service Firearms.
- This report sets out a summary of procedures required by this By-law and the status of Service compliance with those procedures.

### Financial Considerations

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

### Analysis

In accordance with By-law 258-2003, the Chief shall develop procedures and processes relating to the safe storage of police service firearms and shall make a written report to the Board on or before August 30 of each year with respect to specific information. The report shall contain:

- a) a summary of the written procedures relating to the safe storage of police service firearms;
- b) the status of Service compliance with the said procedures; and
- c) confirmation that members have been trained in accordance with section 4.2.

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

- a) a summary of the written procedures relating to the safe storage of police service firearms;

The written procedures set forth by the Niagara Regional Police Service relating to the safe storage of police service firearms are reflected within section 3.35(e) of General Order 053.23 entitled "Use of Force". The section states that members shall store their firearms in accordance with provincial and federal legislation. It provides details on storage procedures of Service firearms within a secure police facility, a private residence, or location other than a police facility. These storage protocols adhere to the provisions of the Ontario Policing Standards Manual AI-009, "Safe Storage of Police Service Firearms".

- b) the status of Service compliance with the said procedures;

At the time of this report, it was determined that there have not been any contraventions to General Order 053.23 section 3.35(e), with respect to the safe storage of police service firearms during the reporting period of January 01, 2022 to and including December 31, 2022.

- c) confirmation that members have been trained in accordance with section 4.2.

Section 4.2.1 of the By-law specifically states: "The Chief shall ensure that members receive the appropriate training in relation to firearms safety and that members have the requisite knowledge, skills, and abilities to perform this function."

Section 3.35(d)(i) of General Order 053.23, entitled "Use of Force" indicates that annual Use of Force refresher training includes an academic component that reviews Use of Force related legislation, reporting requirements, principles of firearms safety and safe storage and security practices. Members who have not completed Use of Force training must surrender their Use of Force equipment. This includes their issued firearm.

In 2022, a firearms academic lesson plan which addresses the above requirements was developed and delivered during annual In-Service Training (IST) starting in September 2021 and ending in June 2022. A subsequent session of annual IST starting in September 2022 and running for the remainder of 2022 facilitated this training to members issued Service firearms.

The Niagara Regional Police Service is compliant the provisions of section 4.2 of By-law 258-2003.

### **Alternatives Reviewed**

Not applicable.

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

This report is for information purposes and has no immediate strategic priorities.


## **Relevant Policy Considerations**

- Provincial Adequacy Standard AI-009
- Niagara Regional Police Service – General Order 053.23, "Use of Force"

## **Other Pertinent Reports**

7.11.2021.04.22 Annual Report – Safe Storage of Police Service Firearms – January 1 to December 31, 2021.

*This report was prepared by Staff Sergeant Mark Di Egidio, Training Unit, in consultation with Paul Koscinski, Inspector, Professional Development. Recommended by Luigi Greco, Acting Deputy Chief, Support 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:** Annual Report – Secure Holsters – January 1 to December 31, 2022

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

**Report Date:** 2023-06-16

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with Board By-law 269-2005 – Secure Holsters.
- The Chief is required to make an annual written report to the Board with respect to Secure Holsters.
- This report sets out a summary of procedures required by this By-law and the status of Service compliance with those procedures.

### Financial Considerations

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

### Analysis

In accordance with By-law 269-2005, the Chief shall make a written report to the Board on or before August 30 of each year with respect to the secure holster equipment for police service firearms. The report shall contain:

- a) a summary of the written procedures relating to secure holster equipment for police service firearms;*
- b) the status of Service compliance with the said procedures; and*
- c) confirmation that members have been trained in accordance with section 4.2.*



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

- a) *a summary of the written procedures relating to secure holster equipment for police service firearms;*

The Niagara Regional Police Service General Order 053.23 “Use of Force” section 3.51 adequately addresses the provision, use and function of secure holster equipment.

In preparing the written guidelines, the Service considered the following legislations:

- Police Services Act - Ontario Regulation 926 – Equipment and Use of Force
- Police Services Act - Ontario Regulation 268/10 - General
- Police Services Act - Ontario Regulation 3/99 – Adequacy and Effectiveness of Police Services
- The Occupational Health and Safety Act, R.S.O.1990

The specifics of the written direction are as follows:

- (a) All police officers, whether assigned to uniform or plainclothes duties, shall be issued with and receive appropriate training on the use of a secure holster that is designed to meet the needs of their particular assignment, in compliance with the requirements of the Policing Standards Manual;
- (b) Police officers issued with a secure holster shall:
- i) Use the holster in accordance with the manufacturer’s instructions and the prescribed training;
  - ii) Maintain and care for the holster in accordance with the manufacturer’s instructions and prescribed training;
  - iii) Regularly inspect their issued secure holster for damage or defect; and
  - iv) Immediately report to their supervisor the absence of, or defect detected in any article of equipment or protective device issued to them, including their secure holster.
- (c) All officers, while wearing their issued uniform duty belt with a secure holster, shall wear the four (4) issued duty belt keepers. One shall be positioned directly in front of the secure holster and one directly to the rear of the secure holster.
- (d) Upon being made aware of the absence of, or defect detected in any article of equipment or protective device issued to a member under their command, a supervisor shall cause an investigation into the matter if appropriate and arrange for the absent or defective equipment to be replaced without delay (unless there is cause not to replace the equipment);

- 
- (e) In accordance with the provisions of the Occupational Health and Safety Act, supervisors shall ensure that members under their command properly use and care for issued secure holsters. To accomplish this, supervisors shall routinely examine holsters during line inspections or other suitable opportunities and reinforce the requirement for members to maintain and care for this equipment as outlined in this General Order;
  - (f) During annual Use of Force refresher training, secure holsters shall be examined for defects in compliance with the Policing Standards Manual, by members holding a designation from the province as a "Use of Force Trainer." Any defects discovered will be addressed in accordance with this section.

In addition, General Order 048.08 entitled "Uniform and Equipment Supply" Section 3.8 - Inspection of articles of uniform and equipment:

Supervisors shall inspect articles of uniform and equipment issued to members, ensuring that the articles are serviceable.

*b) the status of Service compliance with the said procedures;*

The Chief of Police has established an "Equipment Committee" comprised of representatives from the general membership, Quartermaster Stores, Niagara Region Police Association, Senior Officer Association and representation from the Training Unit. This committee endorsed the acquisition of the secure holster manufactured by Safariland. The Safariland model ALS 6360 level 3 secure holster meets the needs of the Service and complies with the Adequacy Standards AI-014. Ministry accredited "Use of Force" trainers working within the Training Unit evaluated the ALS 6360 holster and deemed it to be suitable for Service members. In addition, a low profile version identified as Safariland model ALS 6377 was acquired for use in plain clothes deployment and specialty units.

*c) confirmation that members have been trained in accordance with section 4.2.*

The responsibility of ensuring that all members are properly trained in the use, care and function of the secure holster rests with the members of the Training Unit. The members of the Training Unit who facilitate firearms and holster training are Ministry accredited "Use of Force" trainers as required by the Adequacy Standards.

The secure holster training begins with new recruits. Prior to attending the Ontario Police College, the recruits are trained on proper fitting, use and maintenance of their Safariland 6360 level 3 & 6377 ALS level 2 police duty holsters. They are also issued the Safariland Owner's Manual for the said holster. An entire 90-minute period is devoted to belt equipment and holster fitting. Recruits also receive an additional 10 hours of pistol training, during which they receive instruction on the use, function and

limitations of the issued Safariland holsters. Recruits are also provided with a molded plastic Glock 22 training pistol to practice holster functions.

Firearms facilitators at the Ontario Police College ensure that secure holster and firearms training are reinforced over 13 weeks of Basic Constable Training. Successful completion of Firearms and Defensive Tactics training under supervision of qualified use of force facilitators at the Ontario Police College is required of all officers.

Mandatory annual Use of Force requalification sessions provided by the Training Unit ensure that members demonstrate confidence and competence in the use and function of their duty holster. These sessions also provide the opportunity to inspect issued belts, holsters and equipment under the supervision of instructors. If problems are found they are corrected, or new equipment is issued. Supervisors are made aware of their responsibilities regarding inspection and maintenance of equipment issued to members under their command. Inspections of officers' secure holsters are ongoing, including daily inspections by individual members in compliance with Equipment Supply General Order 48.08, by supervisors during routine line inspections, as well as during annual In-Service Training by members of the Training Unit.

Attendance records for annual requalification training are maintained by the Training Unit.

The Safariland police duty holsters continue to meet all expectations of the Service. Members continue to benefit from the continuity of equipment throughout the Service between uniform and specialty units. Members of the Service have demonstrated confidence and competence in the use and function of their issued police duty holsters.

### **Alternatives Reviewed**

Not applicable.

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

This report is for information purposes and has no immediate strategic priorities.

### **Relevant Policy Considerations**

- Board By-law 269-2005
- Provincial Adequacy Standard AI-014
- Niagara Regional Police Service – General Order 053.23, "Use of Force"
- Niagara Regional Police Service – General Order 048.08, "Uniform and Equipment Supply"

### **Other Pertinent Reports**

7.12.2021.04.22 Annual Report – Secure Holsters – January 1 to December 31, 2021

*This report was prepared by Staff Sergeant Mark Di Egidio, Training Unit in consultation with Paul Koscinski, Inspector, Professional Development. Recommended by Luigi Greco, Acting Deputy Chief, Support 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:** Annual Report – Skills Development and Learning Plan  
January 1 to December 31, 2022

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

**Report Date:** 2023-07-05

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with Board By-law 250-2000 – A By-law respecting the Skills Development and Learning Plan (AI-002).
- The Chief is required to ensure that the Skills Development and Learning Plan ensures the development and maintenance of knowledge, skills and abilities (KSA's) of members consistent with Ontario Regulation 3/99 and is reviewed on an annual basis and amended as required.
- This report sets out a summary of the Plan requested in the reporting requirements of the By-law.

### Financial Considerations

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

### Analysis

The By-law details specific requirements that are to be reported on by the Chief as follows:

- a. a summary of the Skills Development and Learning Plan; and
- b. the status of Service compliance with the said Plan.

The following is a detailed response to the above requirements:

- a. a summary of the Skills Development and Learning Plan*

The objective of the Skills Development and Learning Plan is to ensure the highest quality service to the residents and visitors of the Niagara Region by identifying,

developing, and effectively utilizing the KSA's of our members. The Plan focuses on staff development in a planned, coordinated, and continuous manner to optimize efficiency and promote safety, professional confidence, and effective operations. Through the Plan, the Service acknowledges the responsibilities it shares with members, supervisors, and senior leaders for the development and maintenance of KSA's to ensure the provision of adequate and effective policing.

#### Migration from the Taser X26P to the Taser 7

In October 2020, the Ministry of Solicitor General approved the Taser 7 Conducted Energy Weapon (CEW) for use as an intermediate use of force option. In 2022, the Service received capital funding to transition from the aging Taser X26P to the new Taser 7 CEW.

Beginning in the Fall of 2022, the Service implemented qualification training on the Taser 7 CEW for all sworn members. This training was scheduled for completion by all use of force qualified sworn members in the Spring of 2023. All use of force qualified sworn members have transitioned to the Taser 7 CEW, and the Taser X26P has been removed from operation.

#### Public Order Unit

The Niagara Regional Police Service (NRPS) received approval for a Public Order Unit consisting of:

- 1 Inspector (Public Order Unit Commander)
- 2 Staff Sergeants
- 5 Sergeants
- 26 Constables

The selection process was completed in June 2022 and training was scheduled to commence shortly thereafter, with the assistance of the Hamilton Police Service. Supply chain problems in obtaining the appropriate equipment for the Public Order Unit delayed the training unit Spring of 2023. A new "Public Order Unit" General Order is scheduled to be released in 2023.

#### Criminal Investigation

Through the Career Development Officer in consultation with District and Unit Commanders, each Criminal Investigative position within the Service has KSA's identified. Officers are required to present an acceptable level of KSA's in order to apply for a Criminal Investigative position. Those selected and assigned to Criminal Investigative positions will continue to enhance their development. In consultation with the District and Unit Commanders, the Superintendent of Executive Services and the Training Unit will determine the assignment of the skill development courses for criminal investigations that are held at both the Ontario Police College (OPC) and the Canadian Police College (CPC). These skills development courses are available to members assigned to investigative units of the Service, including:

- 
- District Detective Offices
  - Sexual Assault Unit
  - Domestic Violence Unit
  - Internet Child Exploitation Unit
  - Human Trafficking Unit
  - Cyber Crime Unit
  - Homicide Unit
  - Child Abuse Unit
  - Special Investigative Services
  - Centralized Fraud Unit
  - Technological Crime Unit
  - Offender Management Unit

The NRPS provided several opportunities for members of investigative units to attend the OPC and/or the CPC to become qualified, re-qualified, and to further develop their skills through various courses. Below are examples of courses routinely attended by members of the Service:

- Sexual Assault Investigation
- Search Warrant
- Investigating Offences Against Children
- IACP: Leadership in Police Organizations
- Investigative Interviewing Techniques
- Criminal Investigators Training
- Investigating Offences Against Children
- Coaching Police Professionals
- Digital Technologies for Investigators
- Death Investigation
- Homicide Investigations
- Human Trafficking Investigation
- Drug Investigation
- Ontario Major Case Management
- Managing Investigations Using PowerCase

The NRPS Training Unit provides the main source of all skills and knowledge development, through competent instructors who are certified by the OPC. In 2022, the Training Unit offered several courses pertaining to a variety of subjects. Most of these courses were directed towards the members of the Service, but on occasions where space permitted classes were supplemented by members from outside police agencies. The following are courses either instructed or facilitated by the Training Unit:

- Coach Officer Course
- Facilitating and Assessing Police Learning
- Special Constable Use of Force In-Service Training
- Shotgun Qualification & Requalification
- Search Warrant Course
- Criminal Investigator Training
- Domestic Violence Investigator Course
- Use of Force Trainer
- C8 Qualification & Requalification
- NRPS Supervisor Course
- Police Bicycle Qualification
- PEACE Model Interviewing
- Working Mind for First Responders
- Use of Force & Firearms
- CEW Qualification & Requalification
- CEW Master Trainer

### Investigative Support

Those areas designated by adequacy standards as providing an Investigative Support function, include scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph, and behavioral science.

Those members who are assigned to Investigative Support functions, must possess the required knowledge, skills, and abilities in order to enter any of these specialty positions. Once assigned, these investigators continue to develop their skills through successful completion at accredited training. In many cases, designations, basic qualifications, and regular requalification is required and provided. Depending on the field of specialty, such training may be provided in-house through the Training Unit, individual support unit, Criminal Intelligence Service Ontario, the OPC, and/or the CPC.

- Applied Forensic Videography
- Advanced Friction Ridge Analysis
- Basic Bloodstain Pattern Recognition
- Forensic Identification Officer
- Forensic Collection and Recovery of Human Remains
- Forensic Shooting Scene Examination
- Using the Internet as an Intelligence Tool (INTINT)
- Standardized Field Sobriety Testing (SFST)
- Technical Collision Investigation Level III
- Scenes of Crime officer (SOCO)

### Emergency Response

Regulation 3/99 – Adequacy and Effectiveness of Police Services requires police services to provide emergency response services, including: Tactical Unit, Hostage Rescue Team, Major Incident Commanders, Crisis Negotiators, Police Explosive Forced Entry Technicians, and Explosive Disposal Technicians. The Emergency Services Unit provides emergency response and members who are assigned to this unit must possess the requisite KSA's. Members are provided with a high level of training both internally and externally to meet current requirements according to international, national, and provincial standards. Ministry accredited training is conducted in-house to develop new members of the Emergency Task Unit to the accepted standards for Hostage Rescue. General Order 089.07 – Emergency Task Unit details the procedures and training for the Service in incidents involving emergency situations.

Most of the training required for Major Incident Command, Negotiators, and Explosives is provided through the CPC. Since 2020, Provincial standards for Incident Command training have been developed by the OPC. The introductory Incident Command 100 training is received by all members who graduate from Basic Constable Training. Additionally, the Service has provided Incident Command training to members in supervisory roles responsible for Incident Command. Officers who are engaged in such



activities are required to maintain their qualifications through continuous training both internal and external and through practical work in the field.

- Critical Incident Commander
- Crisis Negotiator
- Police Explosives Technician Course
- Incident Command 200
- Critical Incident Scribe
- Crisis Negotiator - Refresher
- Explosives Familiarization Course (EFC)
- Incident Command 300

### Tuition Assistance

The Service has provided an opportunity for members to develop professionally through the achievement of a higher level of formal education, in accordance with the Tuition Assistance Program General Order - 011.12. Throughout 2022, post-secondary level courses were completed by 16 sworn members and 14 civilian members. The credits for these courses were awarded toward the completion of university degrees and college diplomas in a variety of police and business-related topics.

The Service is committed to the continuous development of our sworn and civilian members. The Career Development Officer and the Training Unit continue to refine and update the Skills Development and Learning Plan to provide a framework for short and long-range succession planning, to ensure professional development at every stage of Service members' careers.

#### *b. the status of Service compliance with the said Plan*

The NRPS is in compliance with Board By-law 250-2000 A By-law respecting the Skills Development and Learning Plan as well as Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services.

### **Alternatives Reviewed**

Not applicable.

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

The Skills Development and Learning Plan directly supports Goal 3, Objective 5 of the Board's 2022-2025 Strategic Plan, related to Enhancing Member Development and Succession Planning.

### **Relevant Policy Considerations**

- By-law No. 250-2000 – Skills Development and Learning Plan (AI-002)
- Ontario Regulation 926 – Equipment and Use of Force
- General Order 053 – Use of Force
- General Order 030 – Training and Career Development
- General Order 089 – Emergency Task Unit

- General Order 011 – Tuition Assistance Program

### **Other Pertinent Reports**

8.3.2022.07.19 – Annual Report – Skills Development and Learning – January 1 to December 31, 2021

*This report was prepared by Ken McGregor, Staff Sergeant, Career Development, and reviewed by Paul Koscinski, Acting Superintendent, Executive Services. Recommended by Bill Fordy, Deputy Chief, Support 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:** Annual Report – Speed Detection Devices  
January 1 to December 31, 2022

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

**Report Date:** 2023-06-29

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with By-law 321-2012 as it relates to Speed Detection Devices.
- The Chief is required to make a written annual report to the Board with respect to Speed Detection Devices.
- This report will set out the particulars with respect to the procedures required under the By-law and compliance with those procedures.

### Financial Considerations

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

### Analysis

In accordance with By-Law 321-2012, the Chief shall make a written report to the Board on or before August 30 of each year with respect to speed detection devices. The report shall include:

- a) A summary of the procedures as required by this By-law;
- b) The status of Service compliance with the said procedures; and
- c) A summary of the training given to members with respect to speed detection devices and confirmation that members have been trained in accordance with section 4.2.

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

a) *“...a summary of the procedures as required by this By-law...”*

The Service is required by the Police Services Act to establish policies and procedures on the use, maintenance, and training with respect to speed measuring devices. Speed measuring devices are governed by the written procedures as set out in General Order (GO) 124.06, Speed Measuring Devices. These written procedures are in accordance with the Ministry of the Solicitor General Policing Standards Manual and Provincial Adequacy Standard AI-013. GO 124.06 defines the procedures in relation to operators, equipment specifications, maintenance, records, training enforcement, and safety requirements.

b) *“...The status of Service compliance with the said procedures...”*

The Service assigns an officer as the Speed Management Coordinator (SMC). The SMC oversees the Service’s inventory of speed detection devices, repairs and the training of all personnel pertaining to speed measuring devices. Reporting to the Traffic Services Staff Sergeant, the SMC is a subject matter expert in the field of speed management and possesses the knowledge, skills and ability to perform the required duties. The SMC is a member of the Ontario Speed Management Advisory Group which is made up of subject matter experts from around the province in the area of speed management that are responsible for making recommendations to the Ontario Association of Chiefs of Police Traffic Committee.

The Service also has two certified Master Radar and Lidar instructors who assist the SMC when it comes to developing and administering speed measuring device courses for the Service.

Radar devices acquired and used by Service members are tested and certified initially by the manufacturer to be in accordance with the current National Highway Safety Administration current radar device performance standards adopted by the International Association of Chiefs of Police. The following speed measuring devices are currently in use by the Service. All of these devices fall within the safety guidelines of Health Canada's Safety Code 6 as adopted by the Ontario Ministry of Labour. These devices are purchased, repaired and certified by an approved Canadian distributor:

- Genesis VPD Handheld Radar;
- Genesis Scout Handheld Radar;
- Genesis II Mobile Radar;
- Genesis II Select-Directional Mobile Radar;
- Genesis III Mobile Radar;
- MPH BEE III Mobile Radar; and
- LTI Ultralyte LRB Handheld Lidar.

- c) *“...A summary of the training given to members with respect to speed detection devices and confirmation that members have been trained in accordance with section 4.2...”*

A Provincial Course Training Standard was introduced to the Province through the Ontario Police College in the spring of 2013. The Service is in compliance with the Provincial Adequacy Standards. All recruits are given a one day 10 hour lidar certification training course. Every officer that is certified on lidar is required to take a four hour re-certification course in every 36-month period in order to remain qualified as a lidar operator. Officers that have shown an interest in traffic enforcement and speed measuring devices can then request to take the 16-hour radar operator certification course. The following are the prescribed training guidelines that are met by the Service:

- Radar Operator Certification Course – 16 hours;
- Lidar (laser) Operator Certification Course – 10 hours;
- Radar Operator Re-Certification Course – 4 hours;
- Lidar (laser) Operator Re-Certification Course – 4 hours;
- Radar Instructor Certification Course – 45 hours; and
- Radar Instructor Re-Certification Course – 8 hours.

The SMC is responsible for the co-ordination of radar/lidar training and ensures that all radar/lidar instructors are provided with the current course training standard and teaching material to ensure compliance with the Provincial Adequacy Standards. Currently the Service has the following number of speed measuring device instructors:

- 17 Lidar instructors – qualified to teach and certify Lidar operators
- 23 Radar instructors – qualified to teach and certify Radar operators
- 2 Master Radar Instructor Trainers – qualified to teach the Radar Instructor Certification Course

2020-2022 Speed Measuring Device Instructors

Lidar and Radar Speed Measuring Device Instructors	2020	2021	2022
Lidar Instructors	23	12	17
Radar Instructors	34	23	23
Master Radar Instructor Trainers	2	2	2

The SMC advises that frontline officers have been receiving the required mandated Lidar training. Uniform districts along with the TEU have demonstrated a commitment to traffic enforcement. The majority of frontline uniform personnel have received the prescribed training and for this reporting period there are approximately 205 members that are qualified to operate speed detection devices.

The Service continues to make traffic enforcement and road safety a priority. The membership continues to receive the necessary training required to operate speed detection devices and the inventory of speed management devices has been maintained to ensure equipment is available for operational use. The Service is in compliance with By-law 321-2012 regarding Speed Detection Devices as well as all aspects of the Provincial Adequacy Standard in relation to speed measuring devices.

### **Alternatives Reviewed**

Not Applicable.

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

Not Applicable.

### **Relevant Policy Considerations**

Police Services Board By-law 321-2012 – Speed Detection Devices  
General Order 124.06 – Speed Measuring Devices  
Provincial Adequacy Standards Regulation AI-013 – Speed Measuring Devices

### **Other Pertinent Reports**

8.4.2022.07.19 – Annual Report – Speed Detection Devices – January 1 to December 31, 2021.

*This report was prepared by Paul Webb, Staff Sergeant, Traffic Management and Road Safety, Emergency Services Unit, in consultation with Darrin Forbes, Inspector, Emergency Services Unit. Reviewed by Dave Masotti, Acting Superintendent, Emergency and Investigative Services. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Supervision – January 1 to December 31, 2022  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-07-06

---

### 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

There are no financial implications relating to the recommendations contained in 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; and
- (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 300 officers who work under them. Each of these 3 levels of supervision has a unique and important role to fill with respect to the delivery of policing services.

**Sergeants:** 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 24-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, and 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: 15 Uniform Staff Sergeants provide a bridge between the front line 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, and 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 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 24 hours a day."

The current shift system and authorized staffing levels ensures that there are 3 Uniform Staff Sergeants and at least 10 Sergeants on duty 24 hours a day, 7 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. 233.05

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.

## 2022 Year at a Glance

2022 saw a significant transition in leadership.

The 2022 anticipated promotional opportunities for Sergeant and Staff Sergeant were 5 vacancies for Sergeant and 5 vacancies for Staff Sergeant. However, by the end of 2022, 8 members were promoted to the rank of Sergeant and 5 members were promoted to the rank of Staff Sergeant.

In the Senior Officer rank, 5 members were promoted to the rank of Inspector and 1 member was 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 233.05: Uniform Senior Officer Selection Process

## **Other Pertinent Reports**

8.8.2022.11.18 Annual Report – Supervision – January 1 to December 31, 2021

*This report was prepared by Michael Ryan, Detective Sergeant, Executive Officer to Deputy Chief of Operational Services and recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Traffic Management, Enforcement and Road Safety – January 1 to December 31, 2022

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

**Report Date:** 2023-06-29

---

### **Recommendation(s)**

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

### **Key Facts**

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 292-2009 – Traffic Management, Enforcement and Road Safety.
- The Chief is required to make a written annual report to the Board with respect to Traffic Management, Enforcement and Road Safety.
- This report will set out the particulars with respect to the procedures required under the By-Law and compliance with those procedures.

### **Financial Considerations**

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

### **Analysis**

In accordance with By-Law 292-2009, Traffic Management, Enforcement and Road Safety, the Chief shall make a written report to the Board on or before August 30 of each year in respect of the traffic management plan and traffic law enforcement and the road safety plan. This report will contain:

- a) A summary of the traffic management plan;
- b) A summary of traffic law enforcement and the road safety plan; and
- c) The status of Service compliance with a) and b).

This Board Report will outline each of the above and confirm compliance with the By-Law.

---

a) *“...a summary of the traffic management plan...”*

Traffic Management, Traffic Law, Enforcement and Road Safety Plan

The Service has made road safety and traffic enforcement the responsibility of every police officer in the Service. Provincial Adequacy Standard LE-017 also calls for the Service to have a Traffic Management, Traffic Law, Enforcement and Road Safety Plan. The plan itself, which is supplemented by a number of General Orders that relate directly to traffic enforcement, ensures that members understand and appreciate the importance of effective enforcement. Further, the plan makes clear the objectives of traffic enforcement and provides information on effective enforcement strategies. The current plan was updated during this reporting period in order to ensure that it addressed recent trends experienced in our communities.

The Traffic Management, Traffic Law, Enforcement and Road Safety Plan has evolved to include the following:

- The legislation and guidelines that call for the creation of such a plan;
- References to Service policies that directly affect traffic enforcement and road safety (example: GO 058 entitled "Traffic - Collision Investigations," GO 060 entitled "Traffic Enforcement," GO 061 entitled "Impaired Driving Offences", GO 062 entitled "Traffic Management" and GO 124 entitled "Speed Measuring Devices");
- Identification of the 4 main causal factors of collisions (in general – by the Canadian Association of Chiefs of Police) as impaired driving, failure or improper use of seatbelts, distracted driving, and aggressive driving;
- The identification of key stakeholders within the community who also play a role in road safety and police interaction on related committees;
- A review of the trends identified by the Service's Corporate Analyst;
- A further depiction of the most recent 5-year trend by members of the Collision Reconstruction Unit (CRU);
- The plan speaks to the responsibilities of members assigned to frontline patrol duties, the Traffic Enforcement Unit (TEU) and the CRU. Also stressed is the fact that traffic enforcement is a core policing responsibility;
- The requirements to develop intelligence-led traffic enforcement initiatives while providing examples of initiatives or projects that remain in effect;
- Equipment available to support traffic initiatives;
- The importance of working with stakeholders including the media and in particular, the Regional Niagara Road Safety Committee (RNRSC), which at the current time is targeting distracted driving through the "Think and Drive" program, with support from both the NRPS and the Ontario Provincial Police (OPP); and
- The creation of a NRPS Road Safety Twitter account. Each day, messages are sent through social media advising followers of road safety information, updates, and details on enforcement initiatives.

It is recognized that traffic-related issues are constantly evolving as our community changes through development, technological advancement, demographics, road design, and population. As we grow as a society our needs change. As a police service, we are responsible for adapting to these changes and must make certain that the Traffic Management, Traffic Law, Enforcement and Road Safety Plan evolves accordingly. Members of the TEU and the CRU will ensure that the traffic enforcement strategies outlined within the plan remain relevant.

### Collision Reconstruction Unit

Section 5(1)(d) of O.Reg. 3/99 of the Police Services Act (PSA) prescribes that a police service has a CRU. The Service is in compliance with this regulation.

There are six detective constables and one detective sergeant assigned to the CRU who receive extensive specialized training in forensic surveying as well as the collection and interpretation of collision scene evidence.

Collision reconstruction officers receive training at the Ontario Police College and, at minimum, must be trained to a Level IV Certification. Once this is achieved, detectives assigned to this Unit continue to attend training courses to increase and enhance their expertise in the numerous areas of collision reconstruction.

A review of the 2022 year, reveals the CRU investigated 18 fatal collisions (resulting in 18 deaths) and 5 life threatening/serious injury collisions. In addition, these officers assisted uniform patrol with 4 collisions, assisted at 3 major crime scenes, and assisted with 5 blood warrants for the TEU.

### 2020-2022 Summary – Collisions Involving Fatalities or Life-Threatening Injuries

Classification of Serious Collisions	2020	2021	2022
Collisions resulting in fatalities	16	21	18
Collisions resulting in life-threatening injuries	8	11	5
Number of serious collisions	31	39	27

### Traffic Enforcement Unit/Breath Analysis Support

As prescribed by Section 5(1)(d) of Ontario Regulation 3/99 of the PSA, a police service must be able to provide breath analysis support. The Service is in compliance with the Act and this directive falls under the mandate of the TEU.

TEU was formed in 2007 and had an authorized strength of 4 sergeants and 16 patrol officers. It was restructured in 2021, and now has an authorized strength of 2 sergeants and 18 patrol officers. Part of the mandate of this unit is to conduct enforcement through various traffic initiatives in problem areas throughout the Region. In 2022, officers from this unit were responsible for issuing 5669 Provincial Offence Notices (PONS) and



summonses. Officers assigned to the TEU receive additional training in the areas of Breath Analysis, Drug Recognition, Level II Collision Investigation, Project Lifesaver and Radar and Lidar speed detection equipment. Officers trained as Qualified Breath Technicians (BAT) and Drug Recognition Experts (DRE) are responsible for providing breath analysis across the Region and are available 24 hours a day.

During the reporting period of 2022, 19 officers were certified BATs, and 15 officers were certified DREs. The majority of TEU officers have completed the Level II Traffic Investigation Course, and all are Radar and Lidar certified including 2 members who are certified as Master Radar/Lidar Instructors. TEU members also conducted 461 breath analysis tests and performed 91 drug recognition evaluations.

2020-2022 Summary Tests for Impairment

Tests for Impairment	2020	2021	2022
Performed by BAT	392	400	461
Performed by DRE	117	138	91
Number of tests for impairment	509	538	552

b) *“...a summary of traffic law enforcement and the road safety plan...”*

The sections that follow provide additional detail regarding some of the law enforcement actions detailed within the Traffic Management, Traffic Law, Enforcement and Road Safety Plan.

Directed Enforcement Initiatives

Directed enforcement initiatives are meant to target specific Highway Traffic Act (HTA) matters, including locations associated to serious motor vehicle collisions. Using data from public complaints, calls from the traffic hotline and information about locations involving frequent motor vehicle collisions, officers assigned to the directed enforcement duties are better equipped to make the most of their time spent on enforcement. Many of these initiatives are generated at the district level and are supported by the TEU that address issues specific to the municipality. The Canada Road Safety Week Campaign was conducted from May 15 to May 21, 2022. During this national campaign, officers were encouraged to pay special attention to the "big 4 killers" – impaired operation by alcohol or drug, failure or improper use of seatbelts, distracted driving, and aggressive driving. Enforcement initiatives were inhibited due to COVID-19; however, the following enforcement initiatives have been conducted by members of the TEU in 2022:

- Rural Road Speed Enforcement
- Back 2 School - Children and Road Safety Day
- Community Safety Zone Enforcement
- Commercial Motor Vehicle Inspection Blitz
- Project Loud & Clear

All of these enforcement initiatives are directed towards enhancing road safety and public education through enforcement. Members of the TEU have successfully formed partnerships with district uniform officers to address local safety concerns while demonstrating compliance with the By-Law.

### Automated Licence Plate Recognition (ALPR)

In 2017, the TEU was successful in applying for a Civil Remedies Grant and received funding to purchase ALPR equipment to affix to a new vehicle. The ALPR is a series of 3 cameras affixed to the roof of a vehicle that takes photos of licence plates, capturing the date, time, and GPS coordinates of the detection, displaying an image of the plate and vehicle. Each plate image is then compared with a database (hot-list), which is updated and downloaded each morning. This list is provided by the Ministry of Transportation Ontario (MTO) and Canadian Police Information Centre. If the plate is recognized as being on this list (hit), an alert is given, indicating which camera captured the image and the potential violation. In 2018, the TEU added a second ALPR vehicle to its fleet and in 2021 a third ALPR was added.

This system became operational in July 2017. In 2022, the ALPR assisted officers in laying 476 PONS. Many of these offences were issued to suspended and unlicensed drivers. Beginning March 1, 2020, the MTO extended expiry dates for driver's licences and licence plate stickers until March 2022. As a result, the number of offence notices resulting from the ALPR was reduced for the first quarter of 2022. Since the program's inception, a total of 7393 PONS have been issued.

### Enhanced Reduced Impaired Drivers Everywhere (R.I.D.E.) Program

Impaired driving has been identified as 1 of the "Big 4 Killers" on our roadways. As part of our continuing commitment to road safety the R.I.D.E. Program is conducted during peak periods including festival and holiday seasons. Every year the Service makes application for a R.I.D.E. grant that is administered by the Policing Division of the Ministry of the Solicitor General. The fiscal cycle for this grant runs for 1 year beginning in mid-March with statistical reporting submitted at the end of the fiscal year. For the 2022 R.I.D.E. season, which ran from March 18, 2022 to March 18, 2023, the Service was allocated \$47,732 in provincial grant money. As a result of the 2022 R.I.D.E. program, 6564 vehicles were stopped and checked, 254 roadside tests were conducted, 27 people had their licences suspended for 3 days, 4 people were charged criminally with impaired driving, and 98 people were charged with Provincial Act offences.

### 2020-2022 R.I.D.E. Program Statistics

R.I.D.E. Program	2020	2021	2022
Vehicles stopped	6600	7785	6564
Administered roadside tests	232	287	254
Issued 3-day suspensions	21	12	27

R.I.D.E. Program	2020	2021	2022
Impaired driving arrest	4	7	4
Liquor Licence Act charges	0	4	7
HTA charges	62	73	91
Other Criminal Code charges	1	0	0

### Back 2 School – Children and Road Safety Day

On Tuesday September 6, 2022, the Service conducted its 21<sup>st</sup> Annual Back 2 School – Children and Road Safety Day. The project coincides with the return to school for most of the Region's school children. In addition to the usual speed and distracted driving enforcement, this year officers focused on the 14 Community Safety Zones. A total of 37 officers, including Executive Staff, detectives, and officers from several specialty units, assisted with this initiative. Officers stopped 77 vehicles for various HTA offences of which 97 PONS and warnings were issued.

### Educational Traffic Initiatives

#### Regional Niagara Road Safety Committee

As the result of a symposium held with community stakeholders in April 2003 regarding the serious collision problem in Niagara, the RNRSC was formed with a clear mandate of making the Region's roadways safer for Niagara's citizens and visitors.

The group has representation from:

- Regional Niagara Public Health Department
- Regional Niagara Public Works and Utilities Department
- NRPS
- MTO
- Niagara Parks Police
- Niagara Emergency Medical Services
- Canadian Automobile Association (CAA) Niagara
- OPP

With considerable consultation and planning, RNRSC developed a strategic plan to address the main causes of the area's most serious collisions using a multi-disciplined approach in the areas of road safety:

- Education (Public Health)
- Engineering (Public Works)
- Enforcement (Police)
- Advocacy and Communication (CAA)

The RNRSC continues to identify distracted driving as their primary road safety hazard and are developing educational strategies focusing on young drivers with a goal to reduce collisions caused by cell phone and use of other electronic devices while driving.

c) “...the status of Service compliance with a) and b)...”

The Service is in compliance with By-Law 292-2009 pertaining to Traffic Management, Enforcement and Road Safety.

### **Alternatives Reviewed**

Not Applicable.

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

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

### **Relevant Policy Considerations**

Board By-Law 292-2009 – Traffic Management, Enforcement and Road Safety  
General Order 58.08 – Traffic – Collision Investigations  
General Order 60.05 – Traffic Enforcement  
General Order 61.10 - Impaired Driving Offences  
General Order 62.06 – Traffic Management  
General Order 124.06 – Speed Measuring Devices  
Provincial Adequacy Standards Regulation LE-017 – Traffic Management

### **Other Pertinent Reports**

8.5.2022.07.19 – Annual Report – Traffic Management, Enforcement and Road Safety – January 1 to December 31, 2021.

*This report was prepared by Paul Webb, Staff Sergeant, Traffic Management and Road Safety, Emergency Services Unit, in consultation with Darrin Forbes, Inspector, Emergency Services Unit. Reviewed by Dave Masotti, Acting Superintendent, Emergency and Investigative Services. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Use of Auxiliaries and Volunteers for 2022  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-07-05

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to comply with the reporting requirements pursuant to the Ministry of Community Safety and Corrections Services Guidelines related to the use of Auxiliaries and Volunteers as outlined in the Provincial Adequacy Regulations AI-005 and AI-006.
- The reporting period is from January 1 to December 31, 2022.
- In 2022, recruiting efforts allowed for two intake classes of auxiliary officers to make up for loss of personnel during the pandemic years.

### Financial Considerations

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

### Analysis

On September 25, 2003, the Regional Municipality of Niagara Police Services Board enacted a By-Law in response to the Provincial Adequacy Standards Regulations AI-005 Use of Auxiliaries and AI-006 Use of Volunteers.

By-Law No. 254/255 - 2003 a By-Law Respecting the Use of Auxiliaries/Volunteers was enacted as a direct result of Provincial Adequacy Regulations. This By-Law details specific annual reporting requirements. This report has been prepared to address those requirements listed in the By-Law.

Section 5 of the By-Law details the reporting requirements of the Chief of Police.

5.1.1 The Chief of Police shall make a written report to the Board for any requests or recommendations for appointments and initiation of Auxiliary recruiting drives, promotion, demotion, suspension, or termination of the appointment of Auxiliary

members of the Service. Appointments, demotions, suspensions, and terminations of Auxiliary members are documented during the year by way of Personnel Orders, which are copied to the Board office.

5.1.2 The Chief shall make a written report to the Board on or before August 30 of each year. The report will include:

- a) a summary of the written procedures that address the use of Auxiliaries/volunteers;

General Order 012.11 - Auxiliary Police Service and General Order 025.08 - Volunteer Services meet Ministry Guidelines in compliance with mandated standards.

- b) the status of Service Compliance with said procedures;

Both policies have been reviewed to ensure compliance with Provincial Legislation and the By-Law.

- c) confirmation that Auxiliary members have been trained in accordance with section 4.3.1;

Each Auxiliary member is trained in accordance with legislation that necessitates annual use of force refresher training. Auxiliary members last received training in November 2022.

Auxiliary recruit members receive a total 98 hours training from the Training Unit. In addition, monthly training sessions for all Auxiliary members occurred throughout the year. Training modules included mental health and crisis response training, search and rescue, tactical operations, traffic/approved screening device/drug recognition expert/impaired training, communications procedures, Forensic Services Unit and scene management.

In 2022, three members were bicycle trained and five were trained for marine patrol.

- d) generally commenting on the appointment process in respect of auxiliary members;

The Recruiting Unit oversees the recruiting and selection process for the Auxiliary Unit, which commences in January of each year. The process includes a recruitment drive utilizing advertisements in local newspapers, social media, and information nights. Additional recruitment information is available on the Service's website. The Auxiliary selection process is comparable to that of a regular Constable.

Candidates must undergo both written and physical testing, an interview, background investigation, psychological assessment, and medical testing. Auxiliary recruits must then successfully complete training prior to their appointment.

- e) confirming the number and rank of auxiliary members and any changes since the date of the last report;

The complement of the Auxiliary Officers in 2022 consisted of 1 Auxiliary Superintendent, 1 Inspector, 1 Auxiliary Chaplain Inspector, 2 Auxiliary Staff Sergeants, 4 Auxiliary Sergeants, and 44 Auxiliary Constables for a total complement of 53 members.

In 2022, the Service had 5 Chaplains, 1 of which served as an Auxiliary Police Officer, holding the rank of Inspector and bound by all oaths and requirements of all Auxiliary Police Officers and in accordance with General Order 081.10 – Chaplains.

The Auxiliary Unit hosted the annual graduation ceremony twice, in both the Spring and the Fall. There was a push in 2022 to recruit greater numbers due to the lack of recruiting ability the Auxiliary Unit had during the pandemic.

The current process for hiring of new Auxiliary Constables is ongoing in order to increase the complement to proactively prepare for anticipated taskings and to replenish the number of members due to turnover.

Yearly Summary of Auxiliary Officers:

	# Auxiliary start of year	Resigned	Hired as Constables NRPS/Other	# Auxiliary end of year	# Auxiliary Chaplains	Chaplain Hours	Total Hours
2017	64	14	2/1	51	1/6	1000	11919
2018	61	15	5/4	60	1/6	1201	12528
2019	60	17	4/3	52	1/6	828	10384
2020	52	16	6/5	36	1/5	646.75	1775
2021	36	7	1/4	29	1/5	559.75	1341.75
2022	29	9	1/4	51	1/5	852	7087

- f) confirming the work performed by the auxiliary members;

In 2022, the Auxiliary Unit fulfilled 71 taskings and volunteered a total of 6,235 hours to the Service. Volunteer service included training, administration, special events, and community-oriented initiatives. Community oriented initiatives includes on-going participation with attendance at parades and special events.



- g) and indication of resources used and costs associated with the Niagara Regional Auxiliary Police Service;

The Auxiliary Budget is required for overall administration, recruiting, training, and providing equipment for Auxiliary members.

Auxiliary Budget:

Year	Approved Budget	Actual Budget
2018	\$61,250.00	\$66,241.00
2019	\$82,250.00	\$61,039.71
2020	\$83,150.00	\$51,699.73
2021	\$72,250.00	\$24,369.44
2022	\$75,031.00	\$140,727.32

As of 2017, all Auxiliary candidates are sent for interviews with a Psychologist, which has increased the overall cost related to the hiring process. Additionally, the Recruiting Unit has taken over the responsibility of the hiring process, formerly a duty assumed by the Auxiliary Command staff which has increased labour costs. The outfitting of the Auxiliary members with only new uniform apparel instead of gently used, has also increased the operating cost. The unit also had two recruiting intakes in 2022 to try to recoup the loss of being unable to hire during the pandemic. This also increased the expenses for uniforms, training, and recruiting.

### **Alternatives Reviewed**

There are no alternatives to review.

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

Members of the Niagara Regional Auxiliary Police Service continue to provide extensive support and service to the Niagara Regional Police Service and the Niagara Community without receiving monetary compensation.

The Auxiliary Unit has taken part in several community and directed patrol initiatives, high visibility patrol with uniform officers, and assistance with emergency response training.

The Niagara Regional Police Service has complied with the Ministry of Community Safety and Corrections Services Guidelines related to the Use of Auxiliary and Volunteers as outlined in the Provincial Adequacy Regulation AI-005 and AI-006.

### **Relevant Policy Considerations**


By-Law 254/255 – 2003 Use of Auxiliaries and Volunteers  
General Order 012.11 – Auxiliary Police Service

General Order 025.08 – Volunteer Services  
General Order 081.10 - Chaplains

### **Other Pertinent Reports**

Not applicable.

*This report was prepared by Michael Ryan, Detective Sergeant, Executive Officer to the Deputy Chief of Police, Operational Services. 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:** Annual Report – Victims’ Assistance  
January 1 to December 31, 2022

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

**Report Date:** 2023-06-30

---

### Recommendation(s)

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

### Key Facts

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 322-2012 – Victims’ Assistance.
- The Chief is required to make a written annual report to the Board with respect to Victims’ Assistance.
- This report provides information to the Board for review and consideration of information relating to the Service's response to Victims’ Assistance.

### Financial Considerations

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

### Analysis

In accordance with By-Law 322-2012, the Chief shall make a written report to the Board on or before August 30 of each year in respect of Victims’ Assistance. The report shall include:

- a) a summary of the written procedures concerning Victims’ Assistance; and
- b) the status of Service compliance with the said procedures.

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

---

a) *“...a summary of the written procedures concerning victims’ assistance...”*

General Order (GO) – 115.07 Assistance for Victims and Witnesses was created in response to By-Law 322-2012 and Provincial Adequacy Standards Regulation VA-001. GO 115.07 clearly sets out the established procedures related to this By-Law.

The GO contains the following procedures respecting activities related to victims’ assistance:

- Victim Services Niagara (VSN)
- Mobile Tracking Emergency Response System (MTERS)
- Victim Witness Assistance Program (VWAP)
- Initial Assistance
- Accessing VSN and VWAP
- Communications Unit - responsibilities
- Platoon supervisors - responsibilities
- Inspector of Investigative Support Services - responsibilities
- Training Unit – responsibilities
- Domestic Violence Unit supervisor - responsibilities

#### Victim Services Niagara

The Service works collaboratively with VSN, a community-based non-profit organization that assists victims of crime, tragedy, and/or disaster. Once consent is given by a victim (except in cases of death notification), the Service calls the VSN 24-hour Crisis Line to make a request for a team of 2 volunteer crisis responders to attend on-scene and provide short-term emotional support and practical assistance to those who are in crisis.

VSN responds to all types of tragic/criminal occurrences at the request of the police and other emergency services, which may include abduction, domestic violence (assault), criminal harassment, break and enter, elder abuse, hate crime, homicide, human trafficking, honour violence, motor vehicle collisions, robbery, sexual assault, fire, sudden death, suicide, and threats of suicide.

VSN is responsible for the administration of the Victim Quick Response Program + (VQRP+). The VQRP+ provides short-term financial support toward essential expenses for victims, their immediate family members, and witnesses in the immediate aftermath of a violent crime to help reduce the impact of the crime, enhance safety, and meet immediate practical needs that are a result of the crime. VQRP+ is available to individuals who have no other financial means (e.g., private insurance), where there is no publicly funded program available.

### Mobile Tracking Emergency Response System

The MTERS program is facilitated and monitored through VSN. The role of the police in the program is governed by GO 052.07 Mobile Tracking Emergency Response System (MTERS) Program.

This program is a personal alarm system for individuals who are deemed as “high-risk” victims of domestic violence and other serious violent offences. This alarm system is a GPS device that is carried by the client. Upon activation, the GPS device sends a signal to the EyezOn Alarm System Monitoring Centre, which notifies the Communications Unit of the Service.

### Victim/Witness Assistance Program

VWAP is part of the Victim and Vulnerable Persons Division of the Ministry of the Attorney General. VWAP provides services to victims of crime after charges have been laid.

b) *“...the status of Service compliance with the said procedures...”*

The Service, as required by Provincial Adequacy VA-001 Victims’ Assistance, has established procedures on providing assistance to victims that reflect the principles of the Victims’ Bill of Rights, 1995, and sets out the roles and responsibilities of members for providing victims’ assistance. The following summarizes efforts of the Service, in collaboration with its community partners, to remain compliant with the procedures respecting victims’ assistance:

### Victims Services Niagara

VSN currently has 60 active volunteer crisis responders and 4 full-time employees, which includes the Executive Director, Program Coordinator: Victim Crisis Assistance Ontario, Program Coordinator: Client Services/MTERS (bilingual), and Program Coordinator: Client Services/Anti-Human Trafficking (bilingual). In addition, VSN has 2 part-time employees, one of which is a collaboration with the Human Trafficking Unit. There are 9 casual after hours employees that monitor the 24-hour referral line.

In 2022, VSN responded to over 1900 calls for service and assisted over 1900 victims of crime and tragedy. Throughout the year, 11,174 follow-up activities were completed. These activities included supportive telephone calls, as well as in-person and on-scene visits. A significant number of VSN calls for service involved domestic violence. Approximately 687 referrals were to support victims of domestic violence. As part of the support for victims of domestic violence, 256 new safety plans were completed, and 61 safety plans were revised. Another 564 clients received assistance to address safety issues and concerns.

Volunteer crisis responders provide a critical service and ensure victims in the Niagara Region are provided emotional support and practical assistance on a 24/7 basis. In 2022, over 16,000 hours of service were provided to victims of crime and members of the community.

In 2022, over 835 VQRP applications were completed to provide financial aid to victims of violent crimes. The most provided coverage under the VQRP umbrella includes emergency home safety expenses, (lock changes, door repairs) and counseling.

#### Mobile Tracking Emergency Response System

A committee comprised of personnel from the Service, VSN, and advocates from local women's shelters, meet quarterly to assess and review current MTERS alarm files.

During 2022, VSN had approximately 13 MTERS alarms activated. Statistics relating to the number of responses to MTERS alarms were captured in the PSB Annual Report entitled Domestic/Family Violence.

#### Victim/Witness Assistance Program

The Service and VWAP continue to work collaboratively in relation to the domestic violence court process. Domestic violence investigators work diligently in referring domestic arrests to VWAP, so that VWAP can meet their mandate of early victim contact. Through this initiative, VWAP staff begins to connect with the victim earlier to offer services and an opportunity to provide input on bail conditions. This ensures increased input from the victim about their safety and their involvement with the criminal justice system. Efforts continue between the Service and VWAP to develop and enhance operational systems to ensure referral compliance.

The sergeant in charge of the Domestic Violence Unit regularly attends joint domestic violence meetings. Victims are invited to meet with the specialized Domestic Violence Crown Attorney, police, and a service worker from VWAP, to provide their input and to receive ongoing support and services throughout the criminal justice process. Over 75% of VWAP's caseload involves partner assault.

The Service regularly and actively participates with VWAP on the Domestic Violence Court Advisory Committee, as well as the Regional High Risk Review Team.

#### Domestic Violence High Risk Review Team - Niagara

The Niagara High Risk Review Team is a case management strategy between the justice partner agencies to access and actively manage high-risk cases involving violence. Most referrals are received from Family and Children's Services (FACS) and Probation and Parole (P&P). Members of the Service, P&P, VWAP, FACS, and Crown

Attorneys work collaboratively to prioritize the safety of the victim and their children and to reduce the risk of recidivism. The committee meets monthly.

### Interpreter Services

INCommunities offers interpreter services to victims of domestic violence, sexual violence, and human trafficking. They also partner with the Canadian Hearing Society to provide American Sign Language services.

### Niagara Regional Police / Niagara Probation and Parole

Ontario Ministry of the Solicitor General Correctional Services - Community Corrections (P&P) continue to have an excellent working relationship with the Service. This collaboration has led to enhanced supervision, timely responses to domestic victim-related issues, and increased enforcement for supervision breaches. This in turn increases safety for both the victim and the community in general.

### Training

General Orders, procedures, and resource information relevant to victims' assistance are available to all members on the IRIS portal, and accessible by front-line members via Mobile Data Terminals.

Information pamphlets and contact cards for VSN and other service providers are available to all members for distribution to victims during response to calls for service and community contacts.

Notifications of MTERS alarm installations in the community are communicated via the E-Parade portal and delivered to front-line officers at roll-call briefings, with a reminder of procedures and how to access resources available for victims.

A Domestic Violence Investigators Course is scheduled annually and is available to all members of the Service. VSN is an active participant in this training and is included in the syllabus to provide training to front-line officers and communicators.

Domestic Violence Investigators meet regularly with various community partners. They are active throughout the Region addressing victim and witness issues with Crown Attorneys, P&P, VWAP, FACS, women's shelters, local services, and community representatives that are responsible for victim and witness-related issues.

### **Alternatives Reviewed**

Not applicable.

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

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

## **Relevant Policy Considerations**

- Police Services By-Law 322-2012 - Victims' Assistance
- General Order 115.07 - Assistance for Victims and Witnesses
- General Order 052.07- Mobile Tracking Emergency Response System (MTERS) Program
- Provincial Adequacy Standard – VA-001 Victims' Assistance

## **Other Pertinent Reports**

8.6.2022.07.19 – Annual Report – Victims' Assistance – January 1 to December 31, 2021.

*This report was prepared by Jesse Miller, Detective Sergeant, Domestic Violence, Special Victims Unit, in consultation with Mike Casella, Staff Sergeant, Special Victims Unit, and reviewed by David Masotti, Acting Superintendent, Emergency and Investigative Services. Recommended by Brett Flynn, Deputy Chief, 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:** Annual Report – Violence and Harassment Prevention in the Workplace – January 1 to December 31, 2022

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

**Report Date:** 2023-07-18

---

### **Recommendation(s)**

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

### **Key Facts**

- The purpose of this report is to advise the Board that the Service is in compliance with By-Law 332-2013 as it relates to Violence and Harassment Prevention in the Workplace.
- The Chief is required to make a written annual report to the Board with respect to Violence and Harassment Prevention in the Workplace.
- The Service confirms compliance with the provisions of the Occupational Health and Safety Act for the year ending December 31, 2022.

### **Financial Considerations**

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

### **Analysis**

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

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

General Order 222 – Workplace Violence and General Order 104 – Respectful Workplace Policy, outline the Service’s policies in relation to the prevention of violence and harassment in the workplace. These policies are reviewed at least annually or sooner if legislative amendments occur that require a policy update. Policy compliance has been maintained through the reporting period.

In compliance with the provisions of the Occupational Health and Safety Act, workplace violence risk assessments have been completed to identify areas within the Service where there is a potential risk of violence arising from the nature of the workplace, the type of work, or the conditions of work. There have been no significant risks identified through any of the assessments that have been conducted in recent years.

Service policy requires risk assessments be conducted every five years or sooner if there is a significant change in job duties or physical work location. Completion of this review/assessment has been identified as a priority for 2023.

### **Alternatives Reviewed**

Not applicable.

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

This report is being provided for information purposes.

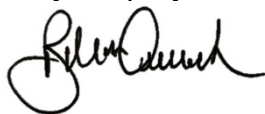
### **Relevant Policy Considerations**

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

### **Other Pertinent Reports**

7.8.2021.07.22 - Annual Report – Violence and Harassment Prevention in the Workplace – January 1 to December 31, 2021.

*This report was prepared by Linda Blood, Manager, Human Resources, reviewed by Lynda Hughes, Acting Superintendent Executive Services and recommended by Bill Fordy, Deputy Chief, Support 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:** Annual Report - Youth Crime - January 1 to December 31, 2022  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-06-26

---

### Recommendation(s)

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

### Key Facts

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

### Financial Considerations

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

### Analysis

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

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

- a. a summary of the written procedures concerning youth crime investigations;
- b. the status of Service compliance with the said procedures;
- c. a summary of steps taken by the Service to monitor and evaluate youth crime; and
- d. Reference to the requirement in section 4.3.1.  
(Section 4.3.1 reads: The Chief shall consider the need for a multi-agency strategy to prevent or counter the activities of youth gangs in the community in

accordance with the Service's procedures on crime prevention and problem-oriented policing).

### Summary of Written Procedures

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

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

### Procedural Compliance

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

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

In September 2020, the Niagara Regional Police Service (NRPS) – School Resource Officer (SRO) program (established in 2012) was paused by the District School Board of Niagara (DSBN) to allow for a review and community consultation. As a result, the NRPS completed a Service Delivery Model review and in April of 2022, the NRPS – SRO program was discontinued and transitioned into the NRPS – Community Oriented Response & Engagement Unit (CORE). CORE's mandate includes youth engagement and education on crime prevention strategies.

Currently, investigation of school related occurrences is performed by Uniform Patrol officers (including CORE), District CIB Detectives and Special Victims Unit Detectives depending on the seriousness and nature of the occurrence. Both the CORE Unit Supervisors and Speciality Unit Supervisors act as points of contact for the school boards in a liaison capacity.

The Service continues to participate in established programs and initiatives relating to youth including the following:

- TAPP – C (The Arson Prevention Program for children)
- Niagara Violence Threat Risk Assessment Protocol

The Niagara Violence Threat Risk Assessment Protocol is a collaborative agreement that serves to assist community partners in identifying the risk enhancers in a child/youth's life which may increase the threat of violence to self or others. This

protocol also recognizes that early identification and intervention are essential components to a proactive and comprehensive systems response to meet the needs of high-risk children/youth in our community.

This protocol includes the following community partners:

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

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

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

#### Referrals

In 2022, 260 young persons were charged criminally with 397 charges laid. Thirty-six young people were afforded extrajudicial measures, allowing them to complete the program in lieu of being processed through the criminal court system. The following table is provided for comparison purposes, detailing the statistical information from 2020-2022.

Year	2022	2021	2020
Young Persons Charged	260	202	119
Number of Charges	397	397	334
EJM Referrals	36	27	35

#### Reference to the Requirement in Section 4.3.1

This section of the By-Law directs that “The Chief shall consider the need for a multi-agency strategy to prevent or counter the activities of youth gangs in the community in

accordance with the Service's procedures on crime prevention and problem-oriented policing".

The Service continues efforts to take a proactive approach towards addressing issues that arise with guns and gangs. This includes monitoring trends and disseminating relevant information to Uniform Patrol and Speciality Unit officers. These efforts also include programs to educate the stakeholders, new police recruits and other local agencies who may encounter youth gang activity. The Service also maintains membership in a Provincial Guns & Gang Enforcement Unit which draws on information and resources from across the province to help combat gangs that can have youth involvement.

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

### **Alternatives Reviewed**

Not applicable.

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

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

### **Relevant Policy Considerations**

- Niagara Regional Police Services Board By-Law 236-2000 – Youth Crime
- General Order 085.06 Young Persons

### **Other Pertinent Reports**

8.8.2022.07.19 – Annual Report – Youth Crime – January 1 to December 31, 2021

*This report was prepared by Erin Madill, Sergeant, District Community Oriented Response & Engagement Unit and reviewed by Shaun Parrent, Acting Superintendent, District Operations. Recommended by Brett Flynn, Deputy Chief, 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:** Capital Budget and 9-Year Capital Forecast – Budget Year 2024  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-07-18

---

### Recommendation(s)

That, subject to approval by Niagara Regional Council of the consolidated Capital Budget, the Niagara Police Services Board approves the 2024 Police Service Capital Budget and forecast as follows:

1. That the 2024 Capital Budget of the Niagara Regional Police Service (NRPS) of \$7,898,662.00, as summarized in Appendix 1, be approved.
2. That financing in the amount of \$7,898,662.00 be initiated upon approval of the 2024 Capital Budget and be allocated to the projects as summarized in Appendix 1. Financing for the 2024 Capital Budget is from the following funds:
  - a. Police Capital Levy Reserve in the amount of \$1,882,662.00
  - b. Police Vehicles and Equipment Reserve Fund in the amount of \$2,242,500.00
  - c. Region Capital Levy Reserve in the amount of \$3,273,500.00; and
  - d. Development Charges in the amount of \$500,000.00
3. That the 9-year capital forecast be received as a guideline for the development of future Capital Budgets.

### Key Facts

- The purpose of this report is to seek the Board's approval for 2024 capital projects.
- As outlined in the June 2023 Board Report Budget Planning – 2024 Operating and Capital Budget, the Service is required to submit the approved 2024 Capital Budget to Corporate Services by August 25, 2023.
- Consistent with prior years, the Service considered all identified capital requirements and has prepared an annual budget and 9-year forecast that provides for continuity of services based on the capital financing strategy adopted by the Niagara Region in 2019.



## **Financial Considerations**

The 2024 Capital Budget will be mainly funded from the Operating Budget starting with the base contributions from the approved 2023 Operating Budget of \$3,705,000.00, plus new capital financing funds of \$320,000.00, committed by the Region for the years 2022 to 2029 for a total contribution of \$4,025,000.00. As proposed in the 2022 Capital Budget, the Service requested the Region support new funding of \$320,000.00 per annum for years 2022 to 2029 to achieve an annual Operating Budget capital contribution of \$5,625,000.00 by 2029. This strategy was approved by the Board in 2022, and supported by the Region, to ensure the Service achieves the Region's Capital Financing Strategy of "pay-as-you-go" by 2029.

The proposed 2024 Capital Budget will require additional funding of \$3,273,500.00, which is being requested from the Region's Capital Levy Reserve, in place of debt financing. The Region's Capital Levy Reserve provides funding for capital projects for all regional departments and is therefore subject to competing Regional Council priorities. Service staff have confirmed that the requested funds, from the Region's Capital Levy Reserve Fund, are available subject to approval of the Consolidated Capital Budget by Regional Council. These funds, provided by the Region, will bridge the funding shortfall in 2024 as the Service strives to achieve its capital financing strategy by 2029. The contributions of \$320,000.00 per annum will eventually reduce Service dependence on alternative funding from sources, such as debt by 2029. During the interim years, the Service will require alternative sources of funding to supplement Operating Budget contributions for assets valued at greater than \$400,000.00.

Further, the Service is requesting funding of \$500,000.00 from the development charge levy to finance the increase to its vehicle patrol fleet by 15 over the years 2023 to 2025. Development charges are a 1-time fee collected from developers when applying for a building permit for a new development or redevelopment project. Niagara Region collects these fees to help pay for the capital cost of the infrastructure that is needed to service the newly developed or redeveloped projects.

Appendix 2 illustrates the contributions from police reserves, the capital disbursements, and planned account balances for the years 2024 through to 2033. Appendix 3 provides a summary of capital expenditure forecasts and their funding sources, which are either from Capital Levy Reserves, development charges, or debt financing.

## **Analysis**

The 2024 Capital Budget and forecast identify the projects and funding sources required to provide the Service with vehicles, equipment, and facilities and is being presented to the Board for approval. The 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

The Service undertakes a thorough Capital Budget process that considers the current state of repair for existing assets, which support current levels of service, emerging trends (specifically new technologies), legislated changes in public safety, and the Board’s Strategic Plan. On March 15, 2023, the 2024 Capital Budget process was launched with program managers submitting 26 projects valued at \$9.2M for consideration. Over the course of several meetings, the Executive Leadership Team (ELT) examined and prioritized the projects using the Capital Asset Management Resource Assessment (CAMRA) tool developed by the Region to evaluate capital projects. The CAMRA tool assesses each capital project based on the asset’s current capacity, its risk of failure over the next year, and alignment to Council priorities. Despite not being mandated to use the CAMRA tool to assess police service projects, the Service decided to score all projects using CAMRA, to ensure fair comparison to other Region requests. Further to this tool, ELT considered operational necessity and alignment to the Board’s Strategic Plan to determine which projects move forward for 2024. This process resulted in shortlisting the projects to 21 with a total value of \$7,898,662.00.

Of the total \$7.9M in capital requests for the 2024 year, approximately 90% or \$7.1M, is for the replacement (R) of existing assets and \$0.8M is to enhance new (N) strategic initiatives.

Appendix 1 provides a summary of the projects selected for the 2024 Capital Budget. The total requested capital expenditure for 2024 is \$7,898,662.00. The request represents an increase of \$1,750,329.00 from the amount forecasted in 2023. Detailed capital project business cases for each proposed 2024 capital project are attached as Appendix 5 (1-13).

<b>Appendix 5</b>	<b>Project Description</b>	<b>Amount (\$)</b>
(1)	Vehicle Replacement – Patrol (R)	1,597,300.00
(1)	Vehicle Replacement – Investigative (R)	254,000.00
(1)	Vehicle Replacement – Specialty (R)	331,200.00
(2)	IT & Network Equipment Lifecycle Replacement -Enterprise Storage System (R)	2,500,000.00
(2)	IT & Network Equipment Lifecycle Replacement – Desktops/Monitors (R)	475,000.00
(2)	IT & Network Equipment Lifecycle Replacement – Servers & Workstations (R)	350,000.00
(3)	P25 Radio Microwave Network System (R)	325,000.00
(3)	P25 Radio Portable Radios (R)	773,500.00
(3)	P25 Radio Site UPS Battery (R)	40,000.00
(4)	Conductive Energy Weapon (CEW) (R)	140,000.00
(5)	Dive Truck (R)	75,000.00
(6)	Night Vision Devices (R)	74,000.00
(7)	Mobile Radar Units (R)	66,000.00
(8)	Radio Headsets (R)	34,500.00
(9)	Intoxilyzer Instruments (R)	25,000.00

<b>Appendix 5</b>	<b>Project Description</b>	<b>Amount (\$)</b>
(10)	Safety Helmets (R)	13,162.00
(11)	Biomedical Refrigerator/Freezer (R)	10,000.00
(12)	Increase the Fleet Patrol Vehicle Pool (N)	500,000.00
(13)	Closed Circuit Television (CCTV) Cameras (N)	200,000.00
(14)	Mobile Communication Van (N)	60,000.00
(14)	Mobile Communication Van Equipment (N)	55,000.00
	<b>Total</b>	<b>\$7,898,662.00</b>

### Capital Forecast

The capital forecast for 2025 to 2033 is summarized in Appendix 3 and detailed in Appendix 4 (A – I). For each year, a comparison of the updated forecast to that previously presented during the 2023 Capital Budget and forecast is included. Revisions reflect adjustments in timing, estimated expenditures, and new initiatives. When a significant capital acquisition is made, the replacement of that asset is forecasted in a timeframe consistent with its estimated useful life. As a result, the forecast serves as a comprehensive guideline for the Service that is vital to ensuring continuity of services provided, as well as enhancing the accuracy of long-term financial plans.

The 9-year forecast includes \$40M for the Facility Master Plan that outlines plans for new Training Unit, Emergency Services Unit, and Fleet/Quartermaster facilities. In addition, other major capital replacements required over the next 10 years have been identified with estimated figures. Total investment for the forecast period of 2025 to 2033, including facilities, is \$108M. As previously mentioned, the Service is proposing a similar strategic financing approach for replacement of existing assets as implemented by the Region. The Service continues to develop a funding strategy to support the Asset Management Plan implemented by the Region. This includes a framework of planning, tracking and control of assets, preventative maintenance to preserve the life span of the asset, as well as its disposal when the asset reaches its end-of-life.

In conclusion, the 2024 Capital Budget and forecast identifies the projects and funding sources required to maintain the Service and to provide it with essential and adequate equipment and facilities. The 2024 Capital Budget is being presented to the Board for approval of the total expenditures and the initiation of financing. The subsequent 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

### **Alternatives Reviewed**

The Service has considered alternative funding strategies that provide for continuity of services within a sustainable funding strategy. The financing strategy recommended is the optimal strategy using conventional funding resources.

## Relationship to Police Service/Board Strategic Priorities

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

## Relevant Policy Considerations

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

## Other Pertinent Reports

9.1.2023.06.22 Board Report - Budget Planning – 2024 Operating and Capital Budget

*This report was prepared by Laura Rullo, Manager, Finance Unit, reviewed by Mario Lagrotteria, Superintendent, Corporate Services. Recommended by Bill Fordy, Deputy Chief, Support Services.*



---

### Submitted by:

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

## Appendices

- |                   |   |
|-------------------|---|
| Appendix 1        | Preliminary 2024 Capital Budget   |
| Appendix 2        | Projected Capital Levy Reserve and Vehicles and Equipment Replacement Reserve Fund Balances |
| Appendix 3        | Proposed Capital Budget & 9-Year Forecast Summary   |
| Appendix 4 (A-I)  | Detailed Capital Budget Forecast for the Years: 2025-2033                                   |
| Appendix 5 (1-14) | Detailed Capital Budget Business Cases  |

**APPENDIX 1**

**Preliminary 2024 Capital Budget**

**Year: 2024**

**2024 CAPITAL FINANCING**

	Description	2023 Forecast for 2024	2024 Program Changes	2024 Capital Budget	Police Capital Levy	Police Vehicle Replacement Levy	Region Capital Levy	Development Charges Levy	Total 2024 Financing
(1)	Vehicle Replacement – Patrol (R)	2,100,000	(502,700)	1,597,300	-	1,597,300	-	-	1,597,300
(1)	Vehicle Replacement – Investigative (R)	-	254,000	254,000	-	254,000	-	-	254,000
(1)	Vehicle Replacement – Specialty (R)	-	331,200	331,200	-	331,200	-	-	331,200
(2)	IT - Enterprise Storage System (R)	-	2,500,000	2,500,000	-	-	2,500,000	-	2,500,000
(2)	IT - Desktops/Monitors (R)	900,000	(425,000)	475,000	475,000	-	-	-	475,000
(2)	IT - Servers & Workstations (R)	-	350,000	350,000	350,000	-	-	-	350,000
(3)	P25 Radio Microwave (R)	-	325,000	325,000	325,000	-	-	-	325,000
(3)	P25 Portable Radios (R)	650,000	123,500	773,500	-	-	773,500	-	773,500
(3)	P25 Radio Site UPS Battery (R)	-	40,000	40,000	40,000	-	-	-	40,000
(4)	CEW Replacement (R)	140,000	-	140,000	140,000	-	-	-	140,000
(5)	Dive Truck (R)	-	75,000	75,000	75,000	-	-	-	75,000
(6)	Night Vision Devices (R)	-	74,000	74,000	74,000	-	-	-	74,000
(7)	Mobile Radar Units (R)	-	66,000	66,000	66,000	-	-	-	66,000
(8)	Radio Headsets (R)	-	34,500	34,500	34,500	-	-	-	34,500
(9)	Intoxilyzer Instruments (R)	-	25,000	25,000	25,000	-	-	-	25,000
(10)	Safety Helmets (R)	-	13,162	13,162	13,162	-	-	-	13,162
(11)	Biomedical Refrigerator/Freezer (R)	-	10,000	10,000	10,000	-	-	-	10,000
(12)	Increase Fleet Vehicle Pool (N)	408,333	91,667	500,000	-	-	-	500,000	500,000
(13)	CCTV Cameras (N)	-	200,000	200,000	200,000	-	-	-	200,000
(14)	Mobile Communication Van (N)	-	60,000	60,000	-	60,000	-	-	60,000
(14)	Communication Equipment Van (N)	-	55,000	55,000	55,000	-	-	-	55,000
	Body Worn Cameras	1,000,000	(1,000,000)	-	-	-	-	-	-
	Capital Acquisitions	950,000	(950,000)	-	-	-	-	-	-
	<b>TOTAL</b>	<b>6,148,333</b>	<b>1,750,329</b>	<b>7,898,662</b>	<b>1,882,662</b>	<b>2,242,500</b>	<b>3,273,500</b>	<b>500,000</b>	<b>7,898,662</b>

**APPENDIX 2**

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

<b>POLICE CAPITAL LEVY RESERVE</b>	<b>Yr0 2024</b>	<b>Yr1 2025</b>	<b>Yr2 2026</b>	<b>Yr3 2027</b>	<b>Yr4 2028</b>	<b>Yr5 2029</b>	<b>Yr6 2030</b>	<b>Yr7 2031</b>	<b>Yr8 2032</b>	<b>Yr9 2033</b>	<b>Total</b>
Opening Balance	452,098	339,436	344,436	229,436	469,436	574,436	399,436	274,436	249,436	224,436	452,098
Add: Net Current Budget Contributions	1,770,000	2,045,000	2,365,000	2,585,000	2,555,000	2,675,000	2,925,000	2,925,000	2,925,000	2,925,000	25,755,000
Less: Allocations to Capital:	(1,882,662)	(2,040,000)	(2,480,000)	(2,345,000)	(2,450,000)	(2,850,000)	(3,050,000)	(2,950,000)	(2,950,000)	(2,550,000)	(25,607,662)
Closing Balance	339,436	344,436	229,436	469,436	574,436	399,436	274,436	249,436	224,436	599,436	599,436
Target Minimum Reserve Balance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	-

<b>VEHICLE AND EQUIPMENT REPLACEMENT RESERVE</b>	<b>Yr0 2024</b>	<b>Yr1 2025</b>	<b>Yr2 2026</b>	<b>Yr3 2027</b>	<b>Yr4 2028</b>	<b>Yr5 2029</b>	<b>Yr6 2030</b>	<b>Yr7 2031</b>	<b>Yr8 2032</b>	<b>Yr9 2033</b>	<b>Total</b>
Opening Balance	31,045	43,545	33,545	23,545	113,545	103,545	23,545	43,545	63,545	83,545	31,045
Add: Current Budget Contributions	2,255,000	2,300,000	2,300,000	2,400,000	2,750,000	2,950,000	2,700,000	2,700,000	2,700,000	2,700,000	25,695,000
Less: Allocations to Capital	(2,242,500)	(2,310,000)	(2,310,000)	(2,310,000)	(2,760,000)	(3,030,000)	(2,680,000)	(2,680,000)	(2,680,000)	(2,680,000)	(25,622,500)
Closing Balance	43,545	33,545	23,545	113,545	103,545	23,545	43,545	63,545	83,545	103,545	103,545
Target Minimum Reserve Balance	0	0	0	0	0	0	0	0	0	0	-

**APPENDIX 3**

**Proposed Capital Budget & Nine-year Forecast: 2024 – 2033**

**SOURCES OF FINANCING FOR CAPITAL BUDGET**

Year	2023 Forecast	2024 Program Changes	2024 Capital Budget & Forecast	Total Capital Expenditures	Capital Levy	%	Vehicle Replacement Levy	%	Debenture Approvals	%	Region Reserve	%	Development Charges	%	Total Financing	%
2024	6,148,333	1,750,329	7,898,662	7,898,662	1,882,662	23.8	2,242,500	28.4	-	0.0	3,273,500	41.4	500,000	6.3	7,898,662	100.0
2025	5,328,333	1,745,167	7,703,500	14,972,162	2,040,000	28.8	2,310,000	32.7	-	0.0	2,223,500	31.4	500,000	7.1	7,073,500	100.0
2026	5,170,000	843,500	6,013,500	20,985,662	2,480,000	41.2	2,310,000	38.4	-	0.0	1,223,500	20.3	-	0.0	6,013,500	100.0
2027	45,680,000	848,500	46,528,500	67,514,162	2,345,000	5.0	2,310,000	5.0	40,000,000	86.0	1,873,500	4.0	-	0.0	46,528,500	100.0
<b>Subtotal</b>	<b>62,326,666</b>	<b>5,187,496</b>	<b>67,514,162</b>		<b>8,807,662</b>	<b>13.0</b>	<b>9,112,500</b>	<b>13.6</b>	<b>40,000,000</b>	<b>59.2</b>	<b>8,594,000</b>	<b>12.7</b>	<b>1,000,000</b>	<b>1.5</b>	<b>67,514,162</b>	<b>100.0</b>
2028	5,300,000	(90,000)	5,210,000	72,724,162	2,450,000	47.0	2,760,000	53.0	-	0.0	-	0.0	-	0.0	5,210,000	100.0
2029	5,500,000	380,000	5,880,000	78,604,162	2,850,000	48.5	3,030,000	51.5	-	0.0	-	0.0	-	0.0	5,880,000	100.0
2030	5,850,000	(120,000)	5,730,000	84,334,162	3,050,000	53.2	2,680,000	46.8	-	0.0	-	0.0	-	0.0	5,730,000	100.0
2031	8,350,000	5,280,000	13,630,000	97,964,162	2,950,000	21.6	2,680,000	19.7	-	0.0	8,000,000	58.7	-	0.0	13,630,000	100.0
2032	5,700,000	(70,000)	5,630,000	103,594,162	2,950,000	52.4	2,680,000	47.6	-	0.0	-	0.0	-	0.0	5,630,000	100.0
2033	5,230,000	-	5,230,000	108,824,162	2,950,000	48.8	2,680,000	51.2	-	0.0	-	0.0	-	0.0	5,230,000	100.0
<b>Subtotal</b>	<b>35,930,000</b>	<b>5,380,000</b>	<b>41,310,000</b>		<b>16,800,000</b>	<b>40.7</b>	<b>16,510,000</b>	<b>40.0</b>	<b>-</b>	<b>0.0</b>	<b>8,000,000</b>	<b>19.4</b>	<b>-</b>	<b>0.0</b>	<b>41,310,000</b>	<b>100.0</b>
<b>Grand Total</b>	<b>98,256,666</b>	<b>10,567,496</b>	<b>108,824,162</b>		<b>25,547,662</b>	<b>23.5</b>	<b>25,682,500</b>	<b>23.6</b>	<b>40,000,000</b>	<b>36.8</b>	<b>16,594,000</b>	<b>15.2</b>	<b>1,000,000</b>	<b>0.9</b>	<b>108,824,162</b>	<b>100.0</b>

**APPENDIX 4(A)**

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

**Year: 2025**

**2025 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2025</b>	<b>Program Changes</b>	<b>2025 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Development Charges</b>	<b>Total 2025 Financing</b>
Vehicle Replacement – Patrol	2,180,000	(350,000)	1,830,000		1,830,000			1,830,000
Vehicle Replacement – Investigative		480,000	480,000		480,000			480,000
Vehicle Replacement – Specialty		450,000	450,000			450,000		450,000
IT & Network Equipment Replacement	800,000	115,000	915,000	915,000				915,000
Capital Asset Acquisitions	1,150,000	(500,000)	650,000	650,000				650,000
Body Worn Cameras		1,000,000	1,000,000			1,000,000		1,000,000
P25 Radio System Portable Replacement	650,000	123,500	773,500			773,500		773,500
P25 Radio System – Microwave		335,000	335,000	335,000				335,000
CEW Replacements	140,000		140,000	140,000				140,000
Increase Fleet Vehicle Pool	408,333	91,667	500,000				500,000	500,000
<b>TOTAL</b>	<b>5,328,333</b>	<b>1,745,167</b>	<b>7,073,500</b>	<b>2,040,000</b>	<b>2,310,000</b>	<b>2,223,500</b>	<b>500,000</b>	<b>7,073,500</b>
				28.8%	32.7%	31.4%	7.1%	100.0%



**APPENDIX 4(B)**

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

**Year: 2026**

**2026 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2026</b>	<b>Program Changes</b>	<b>2026 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2026 Financing</b>
Vehicle Replacement - Patrol	2,180,000	(350,000)	1,830,000		1,830,000		1,830,000
Vehicle Replacement - Investigative		480,000	480,000		480,000		480,000
Vehicle Replacement – Specialty		450,000	450,000			450,000	450,000
IT & Network Equipment Replacement	1,100,000	100,000	1,200,000	1,200,000			1,200,000
Capital Asset Acquisitions	1,100,000	(300,000)	800,000	800,000			800,000
P25 Radio System Portable Replacement	650,000	123,500	773,500			773,500	773,500
P25 Radio System – Microwave		340,000	340,000	340,000			340,000
CEW Replacements	140,000		140,000	140,000			140,000
<b>TOTAL</b>	<b>5,170,000</b>	<b>843,500</b>	<b>6,013,500</b>	<b>2,480,000</b>	<b>2,310,000</b>	<b>1,223,500</b>	<b>6,013,500</b>
				41.2%	38.4%	20.3%	100.0%

**APPENDIX 4(C)**

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

**Year: 2027**

**2027 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2027</b>	<b>Program Changes</b>	<b>2027 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Debenture Approvals</b>	<b>Total 2027 Financing</b>
Vehicle Replacement - Patrol	2,180,000	(350,000)	1,830,000		1,830,000			1,830,000
Vehicle Replacement – Investigative		480,000	480,000		480,000			480,000
Vehicle Replacement – Specialty		450,000	450,000			450,000		450,000
IT & Network Equipment Replacement	1,000,000	200,000	1,200,000	1,200,000				1,200,000
Capital Asset Acquisitions	1,700,000	(1,100,000)	600,000	600,000				600,000
CEW Replacements	200,000		200,000	200,000				200,000
P25 Radio System Portable Replacement	400,000	373,500	773,500			773,000		773,000
P25 Radio System - Microwave		345,000	345,000	345,000				345,000
Centralized Facility Model – Phase 2	40,000,000		40,000,000				40,000,000	40,000,000
MDT Tablets		650,000	650,000			650,000		650,000
Marine Vessel	200,000	(200,000)						
<b>TOTAL</b>	<b>45,680,000</b>	<b>848,500</b>	<b>46,528,500</b>	<b>2,345,000</b>	<b>2,310,000</b>	<b>1,873,500</b>	<b>40,000,000</b>	<b>46,528,500</b>
				5.0%	5.0%	4.0%	86.0%	100.0%

**APPENDIX 4(D)**

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

**Year: 2028**

**2028 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2028</b>	<b>Program Changes</b>	<b>2028 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2028 Financing</b>
Vehicle Replacement - Patrol	2,250,000	(420,000)	1,830,000		1,830,000		1,830,000
Vehicle Replacement - Investigative		480,000	480,000		480,000		480,000
Vehicle Replacement – Specialty		450,000	450,000		450,000		450,000
IT & Network Equipment Replacement	900,000	100,000	1,000,000	1,000,000			1,000,000
Capital Asset Acquisitions	1,600,000	(300,000)	1,300,000	1,300,000			1,300,000
CEW Replacements	150,000		150,000	150,000			150,000
Voice Radio System – Portables	400,000	(400,000)					
<b>TOTAL</b>	<b>5,300,000</b>	<b>(90,000)</b>	<b>5,210,000</b>	<b>2,450,000</b>	<b>2,760,000</b>		<b>5,210,000</b>
				47.0%	53.0%	0.0%	100.0%

**APPENDIX 4(E)**

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

**Year: 2029**

**2029 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2029</b>	<b>Program Changes</b>	<b>2029 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2029 Financing</b>
Vehicle Replacement - Patrol	2,250,000	(150,000)	2,100,000		2,100,000		2,100,000
Vehicle Replacement – Investigative		480,000	480,000		480,000		480,000
Vehicle Replacement – Specialty		450,000	450,000		450,000		450,000
IT & Network Equipment Replacement	900,000	100,000	1,000,000	1,000,000			1,000,000
Capital Asset Acquisitions	1,800,000	(100,000)	1,700,000	1,700,000			1,700,000
CEW Replacements	150,000		150,000	150,000			150,000
Voice Radio System – Portables	400,000	(400,000)					
<b>TOTAL</b>	<b>5,500,000</b>	<b>380,000</b>	<b>5,880,000</b>	<b>2,850,000</b>	<b>3,030,000</b>	<b>-</b>	<b>5,880,000</b>
				48.5%	51.5%	0.0%	100.0%

**APPENDIX 4(F)**

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

**Year: 2030**

**2030 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2030</b>	<b>Program Changes</b>	<b>2030 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2030 Financing</b>
Vehicle Replacement – Patrol	2,250,000	(500,000)	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative		480,000	480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000		450,000
IT & Network Equipment Replacement	1,000,000		1,000,000	1,000,000			1,000,000
Capital Asset Acquisitions	1,700,000	(100,000)	1,600,000	1,600,000			1,600,000
CEW Replacements	150,000		150,000	150,000			150,000
Multi Use Tactical Robot	300,000		300,000	300,000			300,000
<b>TOTAL</b>	<b>5,850,000</b>	<b>(120,000)</b>	<b>5,730,000</b>	<b>3,050,000</b>	<b>2,680,000</b>	<b>-</b>	<b>5,730,000</b>
				53.2%	46.8%	0.0%	100.0%

**APPENDIX 4(G)**

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

**Year: 2031**

**2031 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2031</b>	<b>Program Changes</b>	<b>2031 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2031 Financing</b>
Vehicle Replacement - Patrol	2,250,000	(500,000)	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative		480,000	480,000		480,000		480,000
Vehicle Replacement – Specialty		450,000	450,000		450,000		450,000
IT & Network Equipment Replacement	900,000	1,000,000	1,900,000	1,900,000			1,900,000
Enterprise Storage Server		3,000,000	3,000,000			3,000,000	3,000,000
P25 System Upgrade	3,000,000	2,000,000	5,000,000			5,000,000	5,000,000
Capital Asset Acquisitions	1,600,000	(700,000)	900,000	900,000			900,000
CEW Replacement	150,000		150,000	150,000			150,000
Explosive Disposal Vehicle	450,000	(450,000)					
<b>TOTAL</b>	<b>8,350,000</b>	<b>5,280,000</b>	<b>13,630,000</b>	<b>2,950,000</b>	<b>2,680,000</b>	<b>8,000,000</b>	<b>13,630,000</b>
				21.6%	19.7%	58.7%	100.0%

**APPENDIX 4(H)**

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

**Year: 2032**

**2032 CAPITAL FINANCING**

<b>Project Description</b>	<b>2023 Forecast for 2032</b>	<b>Program Changes</b>	<b>2032 Capital Budget</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2032 Financing</b>
Vehicle Replacement - Patrol	2,650,000	(900,000)	1,750,000		1,750,000		1,750,000
Vehicle Replacement - Investigative		480,000	480,000		480,000		480,000
Vehicle Replacement – Specialty		450,000	450,000		450,000		450,000
IT & Network Equipment Replacement	900,000	700,000	1,600,000	1,600,000			1,600,000
Capital Asset Acquisitions	2,000,000	(800,000)	1,200,000	1,200,000			1,200,000
CEW Replacements	150,000		150,000	150,000			150,000
<b>TOTAL</b>	<b>5,700,000</b>	<b>(70,000)</b>	<b>5,630,000</b>	<b>2,950,000</b>	<b>2,680,000</b>	<b>-</b>	<b>5,630,000</b>
				52.4%	47.6%	0.0%	100.0%

**APPENDIX 4(I)**

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

**Year: 2033**

**2033 CAPITAL FINANCING**

<b>Project Description</b>	<b>2024 Forecast for 2033</b>	<b>Capital Levy</b>	<b>Vehicle Levy</b>	<b>Region Capital Levy</b>	<b>Total 2033 Financing</b>
Vehicle Replacement – Patrol	1,750,000		1,750,000		1,750,000
Vehicle Replacement – Investigative	480,000		480,000		480,000
Vehicle Replacement – Specialty	450,000		450,000		450,000
IT & Network Equipment Replacement	900,000	900,000			900,000
Capital Asset Acquisitions	1,500,000	1,500,000			1,500,000
CEW Replacements	150,000	150,000			150,000
<b>TOTAL</b>	<b>5,230,000</b>	<b>2,550,000</b>	<b>2,680,000</b>	<b>-</b>	<b>5,230,000</b>
		48.8%	51.2%	0.0%	100.0%



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

**PROJECT NAME:** 1. Vehicle Replacement – Patrol Vehicles  
 2. Vehicle Replacement – Investigative Vehicles  
 3. Vehicle Replacement – Specialty Vehicles

**DEPARTMENT NAME:** Fleet Services - 40665

**ASSET DESCRIPTION:** Fleet pool consists of 353 vehicles, including 127 patrol vehicles, 26 administrative vehicles, 104 investigative class, 88 specialty and 8 utility class vehicles. The life cycle of these vehicles varies from 5 to 15 years and in some cases, an identified kilometer threshold. In addition, the Service operates several other specialty items such as motorcycles and watercraft vessels. The life cycle on these items is greater than 15 years. The vehicles and specialty units are outfitted with specialized equipment for emergency response that form part of the asset.

**REASON FOR REQUEST:**

The vehicle replacement projects take into consideration the age of the vehicle, odometer readings, overall condition, and intended/projected applications of the asset to ensure overall safety and effective guardianship of the asset. Appropriate and deliberate considerations provide a vehicle replacement succession which allows for effective mechanical and operating conditions of the Service fleet pool to minimize repair costs and associated downtime and maximize vehicle reliability. By virtue of their duties, patrol vehicles are operated in harsh conditions, often 24 hours a day, 7 days a week. As an emergency service, vehicle reliability and availability are important factors and must be secured through appropriate vehicle replacement.

These projects also reflect the costs associated to outfitting vehicles with specialized equipment required for the performance of the vehicle’s intended function and maintain compliance with established legislation as appropriate.

**The identified asset benefits include:**

- An annual replacement strategy ensures continuity of service is maintained while reducing fluctuations to the Operating Budget which funds the fleet pool.

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

- Incurring substantial repair costs due to the harsh conditions patrol cars endure.
- No sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.

**Project 1. Vehicle Replacement – Patrol Vehicles**

This project involves the replacement of 19 patrol vehicles for 2024.

**PROJECT CAPITAL EXPENDITURES: 1. Patrol Vehicles Replacement**

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$1, 597,300</b>			

**FUNDED BY:** Vehicle Levy Reserve

**Project 2. Vehicle Replacement – Investigative Vehicles**

This project involves the replacement of 8 investigative vehicles for 2024.

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

<b>PROJECT CAPITAL EXPENDITURES: 2. Investigative Vehicles Replacement</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$254,000</b>			
<b>FUNDED BY:</b> Vehicle Levy Reserve				
 <b>Project 3. Vehicle Replacement – Specialty Vehicles</b>				
This project involves the replacement of 4 specialty vehicles which include two K9 vehicles, one prisoner wagon and one vehicle assigned to the Traffic Reconstruction Unit.				
<b>PROJECT CAPITAL EXPENDITURES: 3. Vehicle Replacement – Specialty Vehicles</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$331,200</b>			
<b>FUNDED BY:</b> Vehicle Levy Reserve				
 <b>Total funding for all 3 vehicle replacement projects = \$2,182,500</b>				
<b>OPERATING BUDGET IMPACT:</b>				
There is no significant impact to the operating budget.				

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

**PROJECT NAME:** IT & Network Equipment Lifecycle Replacement

1. Enterprise Storage Server
2. Desktops/Laptops/Monitors
3. Servers and Workstations

**DEPARTMENT NAME:** Technology Services - 45000

**ASSET DESCRIPTION:** IT assets include computing equipment such as PCs, laptops, servers, disk storage, telecommunication devices (fixed/mobile) including portable radio system and infrastructure, CCTV cameras, network appliances, enterprise physical library servers (physical/virtual), mobile appliances, facility audiovisual equipment, vehicle mobile dispatch hardware and many software solutions for police operations and administrative services. The lifecycle of most IT assets spans 5-7 years.

### **REASON FOR REQUEST:**

These three projects provide a funding strategy to replace assets - as deemed operationally and technologically necessary – computing equipment such as PCs, Laptops, Servers (Physical/Virtual), Enterprise Disk Storage, Telecommunications devices (fixed & Mobile), CCTV, network appliances, etc. Support modernization of technology service-delivery processes by updating operationally essential services reaching the end of their useful life and maintaining adequate 24/7 access to the NRPS network and services.

This funding request will include the replacement plan of desktop/laptop, monitors, network switches, monitoring software licenses, servers, workstations, enterprise storage server, and miscellaneous operational equipment/accessories.

### **The identified asset benefits include:**

- A replacement strategy ensuring continuity of technical and backup services while reducing fluctuations to the Operating budget, which funds the IT equipment replacement.
- The Service purchases “business class” equipment as compared to “consumer class”. Business class hardware is more rugged and designed for long operations, such is the case with the Network and Application/Telecommunication/Appliance Servers. Equipment is housed in the Service’s data center and remote network rooms at all Districts.

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

- Having no sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.
- Problem identification and troubleshooting may take longer, and to some extent, the vendor may not be able to fully resolve all problems or fully restore the product to full operating condition.
- Vendor makes no representations as to the effectiveness of this service support level. The vendor reserves the right to terminate support without notice if continued support is not reasonably feasible.
- The typical life cycle management of infrastructure and end-user computing devices is 5-7 years. Some of our infrastructure equipment and end-user computing devices are 8-14 years old and require replacement with new & modern technology assets. Support is maintained under best effort (internally and through vendor support agreements).
- Delaying or not replacing end of life assets in a timely manner may result in an unplanned service outage, degraded performance, and not leveraging the new application features & functionality.

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

<b>PROJECT CAPITAL EXPENDITURES: 1. Enterprise Storage Server</b>				
	<b>Year 1 (2023)</b>	<b>Year 2 (2024)</b>	<b>Year 3 (2025)</b>	<b>Year 4 (2026)</b>
<b>Total</b>	<b>\$2,500,000</b>			
<b>FUNDED BY: Region Levy Reserve</b>				
<b>PROJECT CAPITAL EXPENDITURES: 2. Desktops/Laptops/Monitors</b>				
	<b>Year 1 (2023)</b>	<b>Year 2 (2024)</b>	<b>Year 3 (2025)</b>	<b>Year 4 (2026)</b>
<b>Total</b>	<b>\$475,000</b>			
<b>FUNDED BY: Capital Levy Reserve</b>				
<b>PROJECT CAPITAL EXPENDITURES: 3. Servers and Workstations</b>				
	<b>Year 1 (2023)</b>	<b>Year 2 (2024)</b>	<b>Year 3 (2025)</b>	<b>Year 4 (2026)</b>
<b>Total</b>	<b>\$350,000</b>			
<b>FUNDED BY: Capital Levy Reserve</b>				
<b>Total funding for all three IT &amp; Network Lifecycle replacement projects = \$3,325,000</b>				
<b>OPERATING BUDGET IMPACT:</b>				
There is no significant impact on the operating budget with this replacement strategy. All software licensing and annual maintenance agreements are budgeted within the operating budget.				

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

**PROJECT NAME:** 1. P25 Radio System Microwave Network Replacement  
 2. P25 Radio System Portable Radio Replacement  
 3. P25 Radio Site UPS Battery Replacement

**DEPARTMENT NAME:** Public Safety and Telecommunications - 45155

**ASSET DESCRIPTION:** The P25 is the NRPS Public Safety Voice Radio System that provides continuous communications capabilities to over 2,000 users within the Region, including the NRPS, CBSA, NPPS, St. Catharines Fire Services, Niagara Falls Fire Services and 5 other Fire Services.

**REASON FOR REQUEST: Project 1: P25 Radio System Microwave Replacement**

This request is for the replacement of 16 microwave units located at 8 radio sites within the Region that are maintained by the NRPS. These radio sites all communicate with each other through a robust microwave network. Each site has a minimum of 2 6-foot microwave dishes connected to radios mounted in the sites. They are configured in a loop that encircles the Niagara Region. Every voice conversation on the radio system travels in the loop to each site for retransmission.

The existing microwave units are 7 years old and are operational but are out of date and are no longer supported by the vendor. It will be a phased replacement of the microwave network over 4 years using parts from replacement microwaves to support the older units until they can be replaced over the 4-year period.

**The identified asset benefits include:**

- New microwave units will ensure that the radio system remains operational and reliable.
- Ensures Officer (user) and Public Safety.

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

- Due to the age of the microwave units the risk for a voice radio system outage is high.
- There have been two failures with the current equipment and those units were replaced with only one spare microwave unit remaining.
- The current microwaves are no longer supported by the vendor.

**PROJECT CAPITAL EXPENDITURES: 1. P25 Microwave Network Replacement**

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$325,000</b>	<b>\$335,000</b>	<b>\$340,000</b>	<b>\$345,000</b>

**FUNDED BY:** Capital Levy Reserve

**REASON FOR REQUEST: Project 2: P25 Radio System Portable Radio Replacement**

This request is for the replacement of 510 portable radios operated by NRPS members over a 3-year period (170 radios per year). These radios were purchased in 2016 and have a life expectancy of 8 years. Approx. 65% of the radios are heavily used for uniform frontline daily operations and are shared between officers from shift to shift. The conditions of these radios deteriorate over time requiring frequent repairs. The remainder are light use and do not suffer the same rigorous environment.

**The identified asset benefits include:**

- Increases radio reliability, reducing risk of radio failure and enhancing officer and public safety.
- Reduces high cost of repairs (average cost per repair is approx. \$1,000)

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

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

- Due to age and condition of heavily used portable radios it poses a high risk of failure resulting in the officer's inability to communicate urgent information to the communications centre.
- Officer and public safety.
- Approx. 5-10 portable radios are sent for repairs monthly at an average cost of \$1,000 per repair.

**PROJECT CAPITAL EXPENDITURES: 2. P25 Portable Radio Replacement**

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$773,500</b>	<b>\$773,500</b>	<b>\$773,500</b>	

**FUNDED BY:** Region Capital Levy Reserve

**REASON FOR REQUEST: Project 3: P25 Radio Site UPS Battery Replacement**

The 8 radio sites within the Region use UPS batteries to keep the site alive during power fluctuations and times between power transitions from shore power to generator power. This project is to supply battery replacements for 2 sites, extrapolated over 4 years, eventually replacing all the batteries.

**The identified asset benefits include:**

- Ensures that the P25 radio system is operational during power outages.
- New UPS batteries will prevent the possibility of radio outages. If one of the radio sites is down due to the batteries failing during a power outage it will not cause a system wide outage but there will be no communications from that specific site.

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

- Batteries are affected by age and use. They are currently 6 years old and are at 50% capacity. The manufacturers useful life is 5 years.
- If a power failure was to occur instead of keeping the site up for 4 hours, they can only operate for 2 hours.
- The batteries will degrade and eventually fail.

**PROJECT CAPITAL EXPENDITURES: 3. P25 Radio Site UPS Battery Replacement**

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>

**FUNDED BY:** Capital Levy Reserve

**Total funding for the 3 P25 Projects in 2024 = \$1,138,500**

**OPERATING BUDGET IMPACT:**

There is no significant impact to the operating budget.

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

<b>PROJECT NAME:</b> CEW Replacement
<b>DEPARTMENT NAME:</b> Training Unit - 43141
<b>ASSET DESCRIPTION:</b> Conductive Energy Weapon (CEW) is approved for use by uniform officers primarily performing frontline duties and members of the Emergency Task Unit. The CEW utilizes propelled wires to conduct energy to affect the sensory and motor functions of a subject's central nervous system functions, causing involuntary muscle contractions and temporary immobilization.
<b>REASON FOR REQUEST:</b>
<p>This was a multi-year funding request from the 2022 Capital Budget Project submission that is transitioning the Service from the Taser X26P model to the Taser 7.</p> <p>In 2020, the Ministry of Solicitor General approved the Taser 7 CEW platform for use by Ontario police services. The Service-wide transition to Taser 7 was approved for 2022 and the Service entered into a 5-year agreement with Axon for the bundled Taser 7 product at a total capital cost of \$736,803.</p> <p>This funding for 2024 represents a multi-year interest free installment payment, as agreed to in the purchase contract with Axon.</p> <p>To date, the Service has purchased 250 Taser 7 CEWs, plus an additional 8 CEWs were included in the purchase at no additional cost. The transition to Taser 7 as an intermediate weapon is complete. All deployable/use of force qualified sworn members have been trained on the Taser 7.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Taser 7 delivers several technological advancements which enhance officer safety, ease of handling, digital evidence management, and deployment effectiveness.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• Significant costs to maintain existing complement of X26P tasers due to warranty expiration.</li> <li>• If not approved, the Service may face a potential lawsuit and penalties for breaking a contract/agreement approved by the Board in 2022.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>
--------------------------------------

	Year 2 (2024)	Year 3 (2025)	Year 4 (2026)	Year 5 (2027)
<b>Total</b>	\$140,000	\$140,000	\$140,000	N/A

<b>FUNDED BY:</b> Capital Levy Reserve
--

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

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

<b>PROJECT NAME:</b> Dive Truck																
<b>DEPARTMENT NAME:</b> Underwater Search and Recovery Unit (USRU) - 42345																
<b>ASSET DESCRIPTION:</b> The Dive Truck is used to transport specialized equipment for the USRU team including cameras and sonar used for aquatic environment related calls. The truck functions as the command and communication center and working space at incidents providing a location to conduct briefings away from the public. It can quickly become the home for an 8-member team for several days at a time and is often used in extreme environmental conditions for extended periods of time.																
<b>REASON FOR REQUEST:</b>																
<p>This project is part of a 2021 Capital Budget submission that was approved for the 2022 budget that involved the replacement of the specialized Dive Truck assigned to the USRU. The customized truck was manufactured in 2006 and it was coming to the end of its life cycle. It was showing wear and tear through mechanical breakdowns, and it was also lacking the ability to meet the highly specialized and technical needs of the USRU.</p> <p>The cost of the 2022 project included major components and equipment for the customized truck to meet the operating needs and requirements of the USRU. At the time, consideration was given to current and future needs of the unit. The following items were identified as major components and equipment to replace on the Dive Truck:</p>																
<table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th style="padding: 5px;">Description</th> <th style="padding: 5px;">Cost</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Truck Chasis</td> <td style="text-align: right; padding: 5px;">\$116,000</td> </tr> <tr> <td style="padding: 5px;">Custom Box</td> <td style="text-align: right; padding: 5px;">\$125,000</td> </tr> <tr> <td style="padding: 5px;">PTO/Generator System</td> <td style="text-align: right; padding: 5px;">\$22,000</td> </tr> <tr> <td style="padding: 5px;">Diver Control System</td> <td style="text-align: right; padding: 5px;">\$28,000</td> </tr> <tr> <td style="padding: 5px;">High Pressure Compressor</td> <td style="text-align: right; padding: 5px;">\$49,000</td> </tr> <tr style="background-color: #cccccc;"> <td colspan="2" style="padding: 5px;"> </td> </tr> <tr> <td style="padding: 5px;"><b>Total Cost</b></td> <td style="text-align: right; padding: 5px;"><b>\$340,000</b></td> </tr> </tbody> </table>	Description	Cost	Truck Chasis	\$116,000	Custom Box	\$125,000	PTO/Generator System	\$22,000	Diver Control System	\$28,000	High Pressure Compressor	\$49,000			<b>Total Cost</b>	<b>\$340,000</b>
Description	Cost															
Truck Chasis	\$116,000															
Custom Box	\$125,000															
PTO/Generator System	\$22,000															
Diver Control System	\$28,000															
High Pressure Compressor	\$49,000															
<b>Total Cost</b>	<b>\$340,000</b>															
<p>Most other items were transferable from the old Dive Truck to the new asset. These items included the high-pressure air banks, fill station, and specialized diving equipment.</p> <p>To date the truck chassis has been purchased but several major components listed above have increased since 2021 due to market value. The original cost estimate did not include the equipment costs for police radio, mobile data terminal and emergency lighting equipment.</p> <p>This 2024 Capital Budget project is for the request of \$75,000 to complete the replacement of major components and specialized emergency equipment for the new Dive Truck.</p>																
<p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Asset will comply with road safety and occupational health and safety regulations related to necessary equipment required to support divers in the USRU.</li> </ul>																



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

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

- Due to the aging condition of the old Dive Truck and equipment, although operational, does not meet the needs of the USRU or requirements and standards according to the Ontario Occupational and Safety Act O. Reg 629/94 and CSA Diving Standards.
- Multiple vehicle assets will be required to support the equipment required for an aquatic environment related call which will impact response time and require additional resources to deploy.

### PROJECT CAPITAL EXPENDITURES:

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$75,000</b>			

**FUNDED BY: Capital Levy Reserve**

**OPERATING BUDGET IMPACT:** There is no significant impact to the operating budget.

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

<b>PROJECT NAME:</b> Night Vision Devices
<b>DEPARTMENT NAME:</b> Emergency Task Unit - 42342
<b>ASSET DESCRIPTION:</b> During Operational deployments, Emergency Task Unit (ETU) officers utilize helmet mounted night vision devices for nighttime and low light operations. They improve officer safety and are an essential piece of equipment that assists with locating targets/suspects in criminal investigations, missing person searches and surveillance scenarios.
<p><b>REASON FOR REQUEST:</b></p> <p>These devices are mandated in Ontario for tactical and hostage rescue units through provincial adequacy standards. ETU currently has 18-night vision devices which are made up of a combination of monocular and binocular type devices. The monocular night vision devices are 10 years old and are old technology that are failing due to age. They also do not have the clarity required to effectively identify objects or persons, nor do they provide the same depth perception and situational awareness to aid in navigating in the dark that the new binocular night vision devices provide.</p> <p>Eight new binocular night vision devices were purchased in 2021 and 2022. This project involves the replacement of the remaining 10-night vision monocular devices over 4 years.</p> <p>This project request is for the replacement of 4 monocular night vision devices for 2024.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• The binocular night vision devices are more advanced that provide a substantial increase to officer safety and operational effectiveness since their acquisition.</li> <li>• These upgraded devices provide much better situational awareness, depth perception and visual activity.</li> <li>• These new models have a lifespan of approximately 10,000 hours.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• The remaining monocular devices continue to fail and are being replaced with similarly old models that have been kept in storage. Repair costs average \$5,000 per device.</li> <li>• Currently ETU often will find themselves operating in a team environment with inconsistent night vision devices with varying capability of technology between team members using old and new technology, posing some challenges.</li> <li>• Many of the old devices have outlived their useful life and their chance of failure is exponentially increasing posing a risk to officer and public safety.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$74,000</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

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

<b>PROJECT NAME:</b> Mobile Radar Unit
<b>DEPARTMENT NAME:</b> Special Enforcement Unit (Traffic Services) - 42341
<b>ASSET DESCRIPTION:</b> Mobile radar units are permanently mounted on police vehicles that enable officers to conduct speed traffic enforcement. These devices accurately measure the speed of motor vehicles both while stationary and while in motion on patrol.
<p><b>REASON FOR REQUEST:</b></p> <p>The Service currently has 72 police vehicles equipped with mobile radar units. The expected operational life of a radar unit is 10-15 years. Currently 37 of the devices are over 15 years old and are now obsolete due to improved technology and parts cannot be purchased for repair. The Service is currently using parts from other broken units to temporarily extend the life of multiple units. Those part sources have exhausted themselves. Additionally, 29 more units will reach 15 years by the end of 2027.</p> <p>This project involves a replacement plan spanning 3 years from 2024 to 2027. This would allow for the necessary upgrade of our fleets mobile radar units while spreading the costs over multiple years. This capital budget request provides for the replacement of 20 mobile radar units in 2024.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Most current radar technology and great ease of use for the operator. Unlike the current devices that require different cable hookups with different vehicle types, is used, the new units can move between vehicles without the need for any additional cables.</li> <li>• Provincial contracts for the units are available for the Service to utilize which will result in cost savings.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• The units being replaced are 15 to 20 years old. The manufacturers recommended useful life is 10 to 15yrs. The existing assets are functioning but in poor condition. Units are regularly being taken out of Service as they cannot be repaired.</li> <li>• Speeding is a major factor in most serious and fatal motor vehicle collisions. It is also the leading public complaint received from the public. The radar units are a vital component in conducting speed enforcement to change driver behaviour and make the roadways safer meeting Service goals &amp; objectives.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$66,000</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

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

<b>PROJECT NAME:</b> Radio Headsets
<b>DEPARTMENT NAME:</b> Emergency Task Unit - 42342
<p><b>ASSET DESCRIPTION:</b> During Operational deployments, ETU officers utilize helmet mounted hearing protection, which also provides the ability to communicate through the NRPS radio system. The hearing protection is comprised of several individual pieces which come together to create one complete system. These pieces include earmuffs, helmet mounting hardware, a press to talk (PTT) and the necessary cables to connect it to the NRPS radio. This project request is for the replacement of 17 headsets that are faulty.</p>
<p><b>REASON FOR REQUEST:</b></p> <p>ETU team members have ongoing issues with communications using the current headsets. The problem is best described as “helicoptering,” in which the voice message being received is drowned out by electrical interference that sounds like a helicopter’s rotating propeller. This often results in a lost transmission or a misunderstanding during high-risk ETU operations.</p> <p>Attempts were made through the vendor of the headsets to troubleshoot the problem without success as they reported that no other law enforcement or Department of National Defence agencies reported any issues with the headset system. An analysis of the equipment by NRPS technicians determined that, though on the surface the equipment should be compatible, the problem lied within the core of the NRP radio system and was not repairable.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• The new headsets will ensure that the equipment deployed to ETU officers is proper and reliable to ensure proper communications during high risk calls for service.</li> <li>• This type of communication equipment is required as part of the basic table of equipment for tactical units as per the adequacy standards.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• Poses a high risk to the health and safety of ETU members, public safety, and liability to the Service.</li> <li>• The transmission and reception of clear communications is key to ensuring officer safety at high risk calls for service. If a transmission is missed, or not understood, an officer would not have the time to react to a potential threat, endangering themselves and the public.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$34,500</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

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

<b>PROJECT NAME:</b> Intoxilyzer 9000C Transition Completion
<b>DEPARTMENT NAME:</b> Special Enforcement Unit (Traffic Services) - 42341
<b>ASSET DESCRIPTION:</b> The Intoxilyzer 9000C is a device used to measure the concentration of alcohol in a person's breath. It is commonly used by law enforcement agencies to determine if a person is driving under the influence of alcohol. The device is known for its accuracy and reliability, and is used in the collection of evidence to prosecute impaired by alcohol driving offences under the Criminal Code of Canada.
<b>REASON FOR REQUEST:</b>
<p>In 2022, two new Intoxilyzer 9000Cs were purchased to replace the currently used Intoxilyzer 8000C, that are 14 years old, and is obsolete causing challenges for maintaining these devices. This project request is to purchase two additional Intoxilyzer 9000C instruments to complete the Service's transition to the new instrument.</p> <p>The Service has two operational breath testing rooms that each require an instrument. Another instrument is required to be available to take to hospitals for patients unable to attend Central Holding due to injuries. A fourth instrument is required as a backup should any of the three operational instruments be out of service.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• The proposed replacement will provide a safe and reliable modern solution that is required to collect evidence to prosecute criminal impaired driving offences.</li> <li>• Being in compliance with industry best practice and regulations (Criminal Code, Highway Traffic Act, Adequacy Standards etc.)</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• The existing Intoxilyzer 8000C instruments are functioning but are regularly failing and requiring maintenance. The instrument is obsolete, and parts are extremely difficult or impossible to locate.</li> <li>• The manufacturer's recommended useful life is 8-12 years. Current devices needing replacement are 14 years old.</li> <li>• The unreliability of the current devices possess a significant risk of meeting time limit requirements with obtaining suitable breath samples from the accused according to Case Law legislation under the Criminal Code.</li> <li>• Jeopardizes public confidence of the NRPS ability to conduct impaired driving investigations.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$25,000</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

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

<b>PROJECT NAME:</b> Safety Helmet
<b>DEPARTMENT NAME:</b> Training Unit - 43141
<b>ASSET DESCRIPTION:</b> The protective training helmet is specifically designed for law enforcement use to provide a level of safety for officers during use of force training sessions at the Training Unit. These helmets are primarily used during reality-based judgement training sessions where simulation/marking rounds are used by the members, providing a high level of protection to their face and head.
<b>REASON FOR REQUEST:</b>
<p>This project request is for the replacement of 20 protective training helmets that are used during use of force training sessions at the Training Unit. The current helmets are 5-10 years old and have reached the end of their operational life. They have sustained significant wear and no longer provide the level of protection needed to conduct this type of training. The clear plastic face shield lens has become glazed with scratches reducing visibility and creating safety concerns for the users and training staff.</p> <p>These helmets allow for members to conduct safe reality-based training with maximum security for the user. The advanced design of these helmets allow for members to communicate between themselves and with subjects during training sessions, allowing them to incorporate crucial de-escalation techniques. These helmets are also used for dynamic, IRD (Immediate Rapid Deployment) training to respond to high-risk events like active attackers and school shooters.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Allows for optimal realistic and dynamic IRD training for officers, preparing them to respond to high-risk active shooter situations.</li> <li>• Ventilation system that expels hot air and body heat exhaust before it fogs up the lens.</li> <li>• Wide clear plastic face shield lens for enhanced situational awareness.</li> <li>• Adjustable fit - one size fits all.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• The current safety helmets are 5-10 years old and are very poor condition making them inoperable limiting the ability to engage in realistic IRD training scenarios.</li> <li>• If the helmets are not replaced then training will be conducted in a manner without the protective equipment, limiting the effectiveness and quality of the training.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$13,162</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

## APPENDIX 5(11): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Biomedical Refrigerator/Freezer Combination Unit
<b>DEPARTMENT NAME:</b> Forensic Services - 42132
<b>ASSET DESCRIPTION:</b> Combined refrigerator and freezer for the safe storage of biological items including blood, urine and other DNA related evidence from criminal investigations.
<p><b>REASON FOR REQUEST:</b></p> <p>This is a request from the Forensic Services Unit to replace an Inglis household refrigerator/freezer that was manufactured in 2010. This unit is used for short term storage (weeks to several months) of biological items including blood, urine, and exhibits from any investigation where DNA is seized, especially sexual assaults and associated sexual assault evidence kits (SAEK's).</p> <p>This unit is reaching its end of life being 13 years old and should be replaced with a proper commercial grade refrigerator and freezer combination specifically manufactured to preserve and protect biomedical forensic evidence.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• The proposed replacement will provide a safe and reliable modern solution to preserve and protect valuable DNA evidence involving serious crimes such as sexual assaults and homicides.</li> <li>• The new unit has a security feature that allows the ability for it to be wired into an existing alarm system that is monitored 24/7 by members of the Evidence Management Unit.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• If not replaced with a proper, commercially built, biomedical refrigerator/freezer combo, and the existing unit fails, it would result in critical loss of DNA evidence that will have severe impact on the prosecution of serious criminal cases such as sexual assault investigations.</li> <li>• Crown Attorney would be forced to withdraw charges potentially resulting in the release of a violent offender and a risk to public safety.</li> <li>• Impact to victims and public confidence in the NRPS.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$10,000</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

## APPENDIX 5(12): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Increase the Fleet Patrol Vehicle Pool
<b>DEPARTMENT NAME:</b> Fleet Services - 40665
<b>ASSET DESCRIPTION:</b> The NRPS fleet pool consists of 127 patrol vehicles. This request proposes to increase the patrol vehicle fleet size by 15 patrol vehicles. These vehicles will be equipped consistent with the components that are currently in use by the Service's patrol vehicle fleet to provide specialized equipment for emergency response that form part of the asset.
<p><b>REASON FOR REQUEST:</b></p> <p>This was a multi-year request from the 2023 Capital Budget Project submission that will fund 5 new patrol vehicles per year over a three-year period, funded from Development Charges.</p> <p>As a result of a 2020 Operating Budget decision that resulted in the increase of 40 officers to frontline duties, the authorized strength for frontline uniform officers was increased in 1, 2 and 3 District. Despite the increased staffing, the number of marked patrol vehicles was not increased proportionately which resulted in a shortage of vehicles on a regular basis.</p> <p>In addition, the creation of the C.O.R.E. Unit within these Districts in 2022 resulted in a further increase in uniform officers who required the use of a patrol vehicle to perform their duties. The requested increase in marked patrol vehicles would maximize the addition of uniform officers and deployable mobile units on patrol.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Additional vehicles will assist with restoring the patrol vehicle-officer ratio to a level deemed effective prior to the above noted increase in uniform staffing.</li> <li>• Additional patrol vehicles would assist to optimize the mobile deployment of officers assigned to District and the CORE Unit and enhance the effectiveness of their respective duties.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• Shortage of patrol vehicles inhibit the operational effectiveness that the increase in staffing and creation of the CORE Unit is expected to provide.</li> <li>• Benefits associated with previously approved staffing increases and the inception of the CORE Unit would be reduced without access to an appropriate number of patrol vehicles.</li> <li>• No sustainable asset replacement plan would impact the financing options available to fund the replacement costs and dependency on debt financing to fill the funding gap.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>
--------------------------------------

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$500,000</b>	<b>\$500,000</b>		

<b>FUNDED BY:</b> Development Charges Fund
<b>OPERATING BUDGET IMPACT:</b> The cost of fuel, preventative maintenance & repair and minor vehicle supply costs will impact the operating budget by \$108,500.



## APPENDIX 5(13): CAPITAL PROJECT BUSINESS CASE

<b>PROJECT NAME:</b> Closed Circuit Television (CCTV) Cameras
<b>DEPARTMENT NAME:</b> Technology Services - 45000
<b>ASSET DESCRIPTION:</b> CCTV camera systems and networking, including memory storage, software and mounting components to support police investigations for the enhancement of public safety.
<b>REASON FOR REQUEST:</b>
<p>This is a request to add new CCTV cameras to expand our CCTV footprint within the community in high-risk zones. This funding will supplement the financing of these cameras submitted through a grant application to the Ministry of the Solicitor General (Ministry) under the Ontario Guns, Gangs and Violence Reduction Strategy (GGVRS). The grant funding application is for \$384,551.47 that is limited to one-year grant cycle in 2023-2024. The Ministry will fund 50% through the grant that must be dispersed by March 31, 2024, if approved.</p> <p>This funding would allow the Service to purchase and install 20 additional CCTV cameras to assist with investigations and prosecute violent crimes in Niagara. In addition to the new cameras and networking the funding will be used for memory storage, software, and mounting components. With the acquisition of these new cameras, it will increase the CCTV network to 100 operational cameras that will be monitored by analysts in our Real Time Operations Centre. They provide real time visual support and evidence to our patrol officers who may be responding to a crime in progress call. The analyst also supports investigators and patrol officers with gathering evidence and providing real time information.</p> <p>This request has been brought forward to receive a subsidy by the Ministry for this investment.</p> <p><b>The identified asset benefits include:</b></p> <ul style="list-style-type: none"> <li>• Expanding CCTV coverage will aid in the detection, investigation, apprehension, and prosecution of criminal offences and violent crimes occurring in high-risk areas.</li> </ul> <p><b>The risk identified with not approving the asset include:</b></p> <ul style="list-style-type: none"> <li>• The Service will miss out on an opportunity to obtain provincial funding to assist with the purchase and installation of technology that will assist with the investigation and prosecution of violent crimes.</li> </ul>

<b>PROJECT CAPITAL EXPENDITURES:</b>				
	<b>Year 1 (2024)</b>	<b>Year 2 (2025)</b>	<b>Year 3 (2026)</b>	<b>Year 4 (2027)</b>
<b>Total</b>	<b>\$200,000</b>			
<b>FUNDED BY:</b> Capital Levy Reserve				
<b>OPERATING BUDGET IMPACT:</b> There is no significant impact to the operating budget.				

## APPENDIX 5(14): CAPITAL PROJECT BUSINESS CASE

**PROJECT NAME:** 1. Mobile Communications Van Replacement  
2. Mobile Communication Equipment for Van

**DEPARTMENT NAME:** Communications Unit – 46124

**ASSET DESCRIPTION:** A Communications Unit Van with specialized mobile radio communication equipment would allow for the Service to maintain radio dispatch continuity during an emergency evacuation and transition from the main Communications Centre at HQ to the 911 Back-up site.

**REASON FOR REQUEST:** Mobile Communications Van Replacement

Historically the St. Catharines Fire Service provided temporary backup 911 radio dispatch services for the NRPS during a planned or emergency evacuation. They can no longer maintain this role. As a result, the Service is negotiating a Memorandum of Understanding with the Hamilton Police Service (HPS) to work as each other's temporary 911 Backup Centre during these types of scenarios. However, HPS would not be able to dispatch NRPS units as they do not have the same Computer Aided Dispatch (CAD) system. This project will fund a solution involving the purchase of a larger Communications Unit van that replaces the existing passenger vehicle currently used for transporting staff.

The larger van will be customized to dispatch priority 911 calls while transitioning to the NRPS Backup site. The van will be large enough to transport 5 to 6 staff. It will be outfitted with two workstations with the necessary information technology equipment to perform dispatch functions including radio system, modem, laptops, mobile data terminal software, headsets, and cellular phones. This will enable Communications Unit staff (1 communicator and 1 call taker) to operate this equipment until the NRPS back-up site is operational. This solution would allow for the Service to maintain radio dispatch continuity during a planned or emergency evacuation.

The information technology equipment and retrofitting the van will be completed by NRPS technicians.

**The identified asset benefits include:**

- New customized communication van offers the ability to maintain radio dispatch continuity which the current van does not support. It's currently only used for transporting Communications Unit staff.
- The new retrofitted Mobile Communication Van can also be utilized for special events in the community or major incidents.

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

- Operational effectiveness in an emergency is crucial and this option eliminates the disruption of 911 services and ensures that the NRPS maintains continuity during the transition to the Back-up site.
- The current van is a 2012 model and it's at its end of life, due for replacement. It is not large enough to retrofit to maintain radio dispatch continuity.

**PROJECT CAPITAL EXPENDITURES: 1. Mobile Communications Van Replacement**

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$60,000</b>			

**FUNDED BY:** Vehicle Levy Reserve

**OPERATING BUDGET IMPACT:**

**APPENDIX 5(14): CAPITAL PROJECT BUSINESS CASE**

There is no significant impact to the operating budget.

**PROJECT CAPITAL EXPENDITURES: 2. Mobile Communication Equipment for Van**

	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)
<b>Total</b>	<b>\$55,000</b>			

**FUNDED BY:** Capital Levy Reserve

**Total funding for the van and equipment in 2024 = \$115,000**

**OPERATING BUDGET IMPACT:**

There is no significant impact to the operating budget.

# Niagara Regional Police Service

## **2024 Capital Budget and 9-Year Forecast**

Police Service Board Meeting  
Thursday, July 27, 2023

# Capital Budget Process:

**26 projects for a total of \$9.2M submitted for consideration**

**All projects evaluated using the Region's Capital Asset Management Resource Assessment (CAMRA) tool**

**Executive Leadership Team evaluated projects using criteria such as CAMRA, operational necessity, and the Board's Strategic Plan**

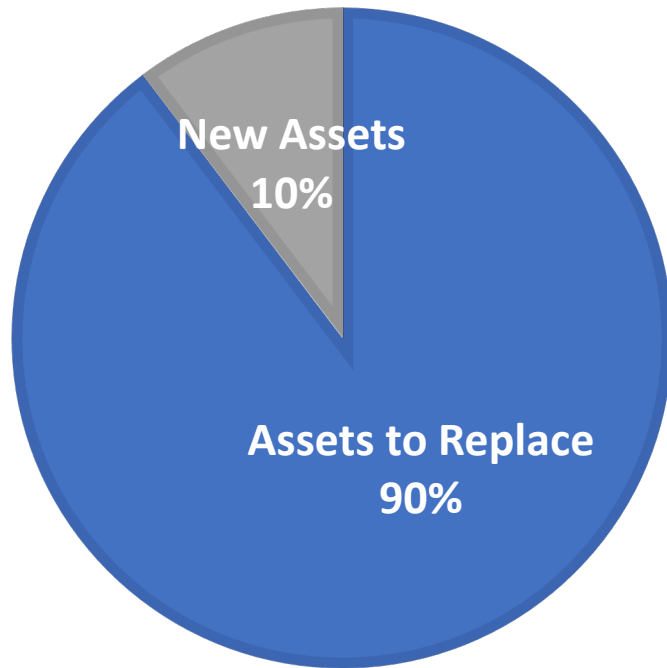


**21 capital projects for a total of \$7.9M submitted for 2024**

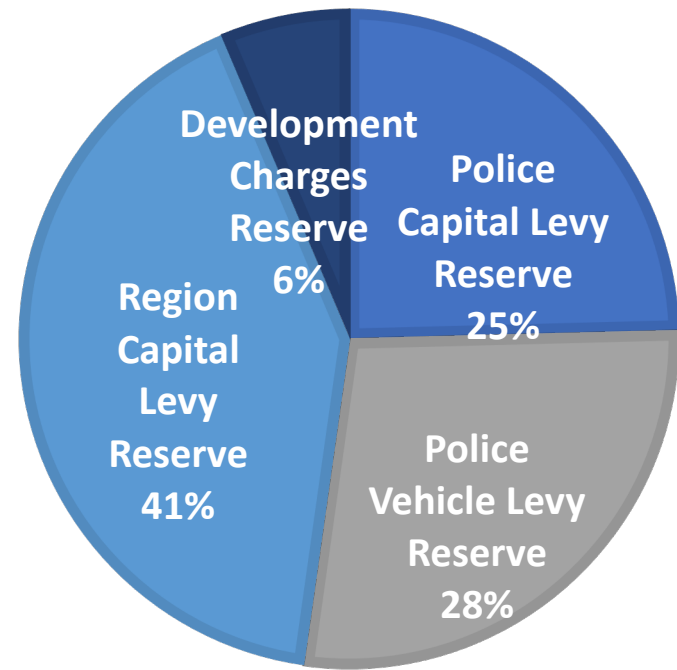
# 2024 Capital Budget Overview:

- Increase of \$1.75M from 2023 forecast of \$6,148,333
- 2024 Capital Budget = \$7,898,662
- Assets to Replace \$7,083,662 and New Assets \$815,000

BY PROJECT CATEGORY



BY FUNDING TYPE



# Capital Assets to Replace:

<b>Project Description</b>	<b>Amount</b>	<b>Funding Source</b>
Vehicle Replacement – Patrol	\$1,597,300	Police Vehicle Levy
Vehicle Replacement – Investigative	254,000	Police Vehicle Levy
Vehicle Replacement – Specialty	331,200	Police Vehicle Levy
IT - Enterprise Storage System	2,500,000	Region Capital Levy
IT – Desktops/Monitors	475,000	Police Capital Levy
IT – Servers & Workstations	350,000	Police Capital Levy
P25 Radio Microwave Network System	325,000	Police Capital Levy
P25 Radio Portable Radios	773,500	Region Capital Levy
P25 Radio Site UPS Battery	40,000	Police Capital Levy
Conductive Energy Weapon (CEW)	140,000	Police Capital Levy
Dive Truck	75,000	Police Capital Levy

# Capital Assets to Replace (Cont'd):

Project Description	Amount	Funding Source
Night Vision Devices	\$74,000	Police Capital Levy
Mobile Radar Units	66,000	Police Capital Levy
Radio Headsets	34,500	Police Capital Levy
Intoxilyzer Instruments	25,000	Police Capital Levy
Safety Helmets	13,162	Police Capital Levy
Biomedical Refrigerator/Freezer	10,000	Police Capital Levy
Increase in Fleet Patrol Vehicle Pool (N)	500,000	Development Charges
CCTV Cameras (N)	200,000	Police Capital Levy
Mobile Communication Van (N)	60,000	Police Vehicle Levy
Mobile Communication Van Equipment (N)	55,000	Police Capital Levy
<b>Total – Capital Assets to Replace</b>	<b>\$7,898,662</b>	



# New Assets – Patrol Vehicles:



Increase Patrol Fleet;  
\$500,000 Funded  
from Development  
Charges

- Increase Patrol Fleet by 5 vehicles each year for 3 years (2023, 2024, 2025)
- To support the increase to the authorized strength for frontline uniform officers in 1, 2 and 3 Districts, approved in 2020 and 2021.
- Requires the addition of \$108,500 to the Operating Budget to support fuel, maintenance, and repair costs for these new vehicles.

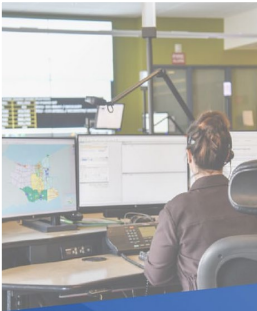
# New Assets – CCTV Cameras:



Closed Circuit  
Television (CCTV)  
Cameras; \$200,000  
Funded from Capital  
Levy Reserve

- CCTV camera systems and networking, including software and mounting components to support police investigations, for the enhancement of public safety.
- Increase 20 new CCTV cameras to expand the Service's CCTV footprint within the community in high-risk zones.

# New Assets – Mobile Communications Van & Equipment:



Mobile  
Communications  
Van: \$60,000

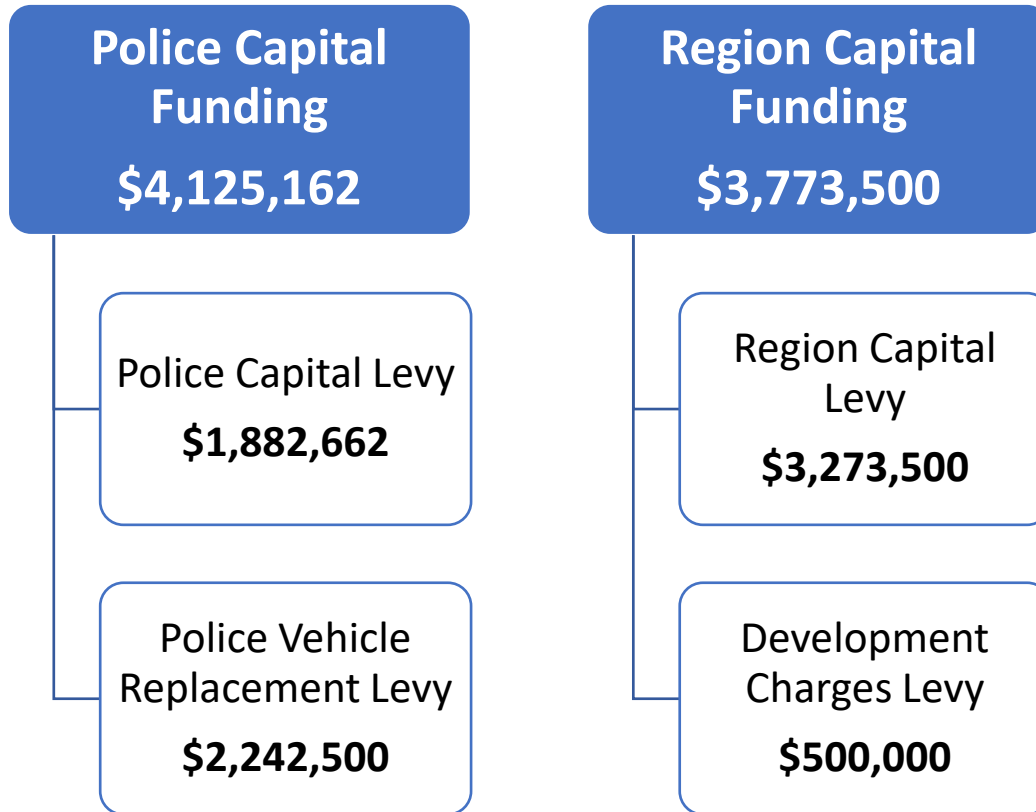
Funding from Vehicle  
Levy

Equipment: \$55,000

Funding From Capital  
Levy

- Communications van, with specialized mobile radio communication equipment, to transport communications staff and allow for two workstations in the event of an emergency transition to the back-up centre.
- Van will allow the Service to maintain radio dispatch continuity, during an emergency, eliminating any disruption to 911 services and officer response.

# 2024 Financing Sources:



# 2024 Police Capital Reserves:

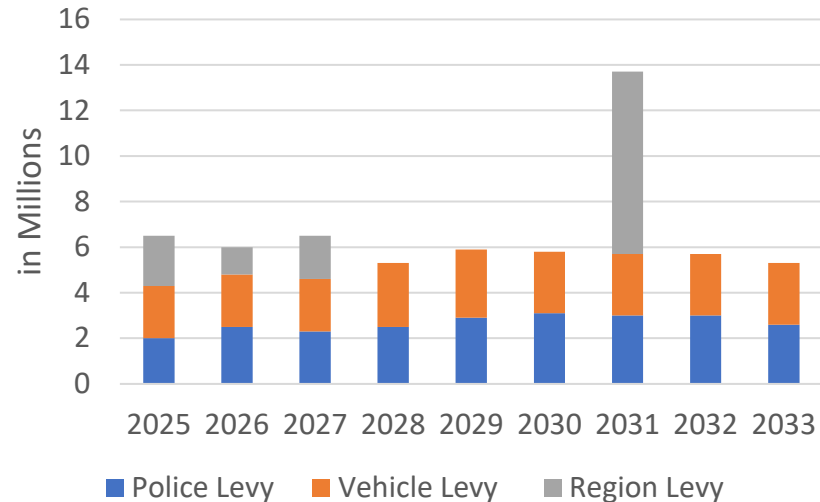
<b>2024 Police Capital Reserve Opening Balance</b>	<b>\$483,143</b>
2023 Approved Base Budget Reserve Transfer	3,705,000
2024 Additional Capital Reserve Transfer	320,000
<b>Total Capital Reserve Transfer from 2024 Operating Budget</b>	<b>4,025,000</b>
<b>2024 Proposed Capital Projects</b>	<b>(4,125,162)</b>
<b>2024 Police Capital Reserve Ending Balance</b>	<b>382,981</b>

# 9-Year Capital Forecast 2025-2033

## Long-term Capital Funding Strategy by 2029:

- Adopt Region Capital Financing Strategy to reduce dependency on debt financing for replacement assets by 2029.
- Target Operating Budget contributions of \$5.6M.
- Strategy -> Increase contributions from Operating Budget by \$320,000 per annum or 0.3% from 2022 to 2029.

2025-2033 Capital Budget Forecast



- Chart excludes \$40M allotted to the Facility Master Plan, for a new Training Unit facility, Emergency Services Unit facility, and a Fleet/Quartermasters facility, forecasted for 2027.

# Questions?



# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

PUBLIC AGENDA

---

**Subject:** 2023 Capital Project Close Out Report

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

**Report Date:** 2023-06-30

---

### Recommendation(s)

**That the Niagara Police Services Board approves the following closure of the identified completed projects and the transfer of funds to the Police Capital Reserve, resulting in a net transfer to the Police Capital Levy of \$43,186.99**

### Key Facts

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

### Financial Considerations

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

### Analysis

Denoted below are active projects and projects on hold (H), with no further activity and can be closed. It is recommended that all transfers be accommodated through their source.



Project Closures to be Transferred to Police Capital Reserve:

Project Id No.	Description	Remaining Balance
20001008	Prisoner Restraint System	24,000.00
20001263	Vehicle Deployment System (KeyTracer)	2,195.57
20001266	Tactical Training Site	1,511.27
20001267	Intelligence Software	4,114.74
20001454	Direct Portable X-ray	139.17
20001455	Self Contained Breath Apparatus	2,553.69
20001456	CBRN Non-Encapsulating Protection Suits	63.67
20001457	Forward Infrared Camera	410.39
20001458	Towable Underwater Video	2,518.30
20001459	Automated Licence Plate Reader	3,022.62
20001668	Collision Scene Map	1,729.53
20001825	Drone	745.95
20001269	Application Tourniquet (H)	181.76
20000757	HQ/2D Front Desk Retro (H)	0.02
20000733	2018 Annual Vehicle Replacement (H)	0.38
10PO9802	S.P.I.R.I.T (H)	(0.01)
20001529	P25 Radio System Expansion	(0.01)
20000734	2018 Annual IT Replacement	(0.05)
1ZPO1509	Network Infrastructure	-
20000154	NRPS 2016 Capital Assets (H)	-
20000735	2018 Lidar Units	-
20001000	2019 Conductive Energy Weapons (CEW) Replacements (H)	-
20001261	2020 Conductive Energy Weapons (CEW) Replacements (H)	-
20001449	2021 Conductive Energy Weapons (CEW) Replacements (H)	-
20000997	2019 Annual Vehicle Replacement (H)	-
20001257	2020 Annual Vehicle Replacement (H)	-
20001004	Powdered Drug & Explosive Detection Equipment (H)	-
20000998	2019 Annual IT Replacement (H)	-
20000747	Information Management Governance Project (H)	-
Total		\$43,186.99

**Alternatives Reviewed**

Not applicable.

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

Not applicable.

## **Relevant Policy Considerations**

For consideration as a partial funding request to Niagara Regional Council, provided in accordance with the Police Services Act.

## **Other Pertinent Reports**

Not applicable.

*This report was prepared by Laura Rullo, Manager, Finance Unit, and reviewed by Mario Lagrotteria, Superintendent, Corporate Services. Recommended by*



---

**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:** Special Fund Request – Serving with Pride Gala and Awards  
October 21, 2023

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

**Report Date:** 2023-06-28

---

### Recommendation(s)

**That the Niagara Police Services Board approves a Special Fund Request to purchase a table for the Serving with Pride Gala and Awards event on October 21, 2023, for the cost of \$1600.00.**

### Key Facts

- The purpose of this report is to seek approval for a Special Fund Request to purchase a table for the Serving with Pride Gala and Awards for a total of \$1600.00. All proceeds from the gala will be donated to SHIP (Services and Housing in the Province) to support services for the 2SLGBTQ+ youth.
- The vision of Serving with Pride is one of an optimized work environment including diversity, integrity, awareness, and equity of 2SLGBTQ+ employees within policing, corrections, and criminal justice professions, where there are no barriers, stereotypes or bias and positive policing, corrections and criminal justice systems where organizations are sensitive to the unique needs of the 2SLGBTQ+ community and consistently build bridges to better understand and serve them.
- The event will include presentations by various distinguished speakers who provide lived experiences that promote the vision of Serving with Pride.

### 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 376-2018, Special Fund Administration, Limitations and Guidelines. Section 132(2) of the Police Services Act establishes that the Niagara Police Services Board has the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The Act stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest." These funds do not form part of the police operating budget and are separate from the Regional tax base.

The request is for \$1600.00, to support this event. Attendance at this event provides an opportunity for members of the Service to better recognize the specific needs of 2SLGBTQ+ community from police services. If the request is approved by the Board, the cheque can be made payable to Niagara Regional Police Service (NRPS), as the tickets for the event will be purchased on a Service issued credit card.

## **Analysis**

The NRPS continues to build a positive relationship with our Pride Community. Attendance at this event will be valuable with regards to better serving and to further build a positive relationship with our 2SLGBTQ+ community members. Participation in this initiative, demonstrates the Service's unwavering commitment in continuing to build relationships and support our various communities.

## **Alternatives Reviewed**

Not applicable.

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

This financial support presents an opportunity for the NRPS to contribute to an objective outlined in the 2022-2025 Niagara Regional Police Strategic Plan, which refers to relationships with our community. Attendance at this event also demonstrates the Service's continued commitment to achieving the goals as outlined in the 2023-2025 Diversity, Equity, and Inclusion Strategic Plan. Specifically, to collaborate and engage with community partners who represent equity deserving groups.

## **Relevant Policy Considerations**

Board By-law 376-2018 Special Fund Administration, Limitations and Guidelines.

## **Other Pertinent Reports**

Not applicable.

*This report was prepared by Brett Atamanyk, Staff Sergeant, Member Support and reviewed by Paul Koscinski, Acting Superintendent Executive Services. Recommended by Bill Fordy, Deputy Chief, Support 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:** Special Fund Request – Port Colborne Special Olympics Bocce Fundraiser

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

**Report Date:** 2023-07-10

---

### Recommendation(s)

**That the Niagara Police Services Board approves a Special Fund Request for registration fees totaling \$450.00 to enter 3 teams into the Port Colborne Special Olympics Bocce Ball Fundraiser event.**

### Key Facts

- The purpose of this report is to seek approval for a Special Fund Request for a total of \$450.00 to enroll 3 teams, consisting of 3 members per team, into the Port Colborne Special Olympics Bocce Ball Fundraiser event.
- The event will take place on Saturday, August 12, 2023, with bocce play commencing at 10:00 am until 1:45 pm.
- A silent auction will take place as part of the event.
- Lunch will be included as part of team registration.
- Proceeds raised from the event will be used to benefit the Port Colborne Special Olympics chapter.

### 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 (PSA), and with Board By-Law 392-2021 Administration, Limitations and Guidelines of the Special Fund. Section 132(2) of the PSA establishes that the 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.

This request falls within the guidelines of the Police Services Board By-Law 392-2021 – Administration, Limitations and Guidelines of the Special Fund. The request is for \$450.00, to support this initiative.

If the request is approved by the Board, the cheque can be made payable to the Port Colborne Special Olympics Chapter.

## **Analysis**

The invitation to be part of this initiative, demonstrates the success of the Service's continued efforts to build positive relationships with various community groups and organizations within the Niagara Region. Participation in this event demonstrates the Service's unwavering commitment in continuing to build relationships and support our various communities.

## **Alternatives Reviewed**

Not applicable.

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

This financial support presents an opportunity for the Service to contribute to an objective outlined in the 2022-2025 Strategic Plan, which refers to relationships with our community. Attendance at this event also demonstrates the Service's continued commitment to achieving the goals as outlined in the 2020-2022 Diversity, Equity, and Inclusion Strategic Plan. Specifically, to collaborate and engage with community partners who represent equity-deserving groups.

## **Relevant Policy Considerations**

Board By-Law 392-2021 Administration, Limitations and Guidelines of the Special Fund.

## **Other Pertinent Reports**

Not applicable.

*This report was prepared by Brett Atamanyk, Staff Sergeant, Equity, Diversity and Inclusion Unit and was reviewed by Luigi Greco, Superintendent, Executive Services. Recommended by Bill Fordy, Deputy Chief, Support 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:** Special Fund Request – 2023 Ride to Remember  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-07-06

---

### Recommendation(s)

**That the Niagara Police Services Board authorize a Special Fund donation of \$3,600.00 to assist in costs associated with participation by Niagara Regional Police Service (NRPS) members in the 2023 Canadian Police Memorial Ride to Remember (R2R) to the National Police and Peace Officers' Memorial in Ottawa.**

### Key Facts

- The purpose of this report is to seek the Board's approval for a \$3,600.00 Special Fund Donation to support costs incurred by members as they represent the NRPS during this year's memorial tour ride from the Ontario Police College (OPC) on Wednesday, September 20 and finishing on Parliament Hill on Saturday, September 23, 2023.
- The goal of the ride is to remember the officers that were killed in the line of duty, support those officers' families, friends, and colleagues, raise funds and awareness for the memorial services, and give back to our communities through bicycle donations.
- This year's ride will raise money for the National Police and Peace Officers' Memorial Fund, the Ontario Police Officers' Memorial Fund, the OPC Path of Honour, and the Camp FACES charity. 100% of these funds are used to maintain memorials, assist with the cost of the memorial services, and provide programming and support for the families of our fallen brothers and sisters.

### 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 (PSA), and with Board By-Law 392-2021 Administration, Limitations and Guidelines of the Special Fund. Section 132(2) of the PSA establishes that the 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.

If the request is approved by the Board, the cheque can be made payable to Jason Myers.

## **Analysis**

This community engagement event, R2R, has been well received in previous years. In addition to bringing positive attention and awareness to peace officer line-of-duty deaths, it also raises money for the National and Provincial Police Memorials, the OPC Path of Honour, and the Camp FACES charity.

During this 4-day ride to Ottawa, participants from police services from across the country unite as a team to reflect on the memories of friends and colleagues who made the ultimate sacrifice. The official send-off takes place from the OPC in Aylmer before dignitaries from participating police services and the current recruit class. In 2022, over 190 cyclists from Ontario and across the country collectively rode onto Parliament Hill in support of National Police Memorial. As the founders of the R2R, Niagara is a member of the Organizing Committee, and we are allotted 10 cyclists in the peloton.

The members from Niagara who have volunteered to represent the Service have done so on their own time and expense. This ride covers a significant distance (750 km over 4 days) and requires extensive training and preparation to complete. Participants train on average 4 times week and cover distances of 40-100 km during each training ride. The 6 riders who will be forming the Niagara Cycling Team are Supt. Waselovich, S/Sgt. Atamanyk, Sgt. Myers, Sgt. Fiddes, Cst. Pfrimmer, and Cst. Ferretti. These members have obtained permission to attend and booked leave to account for missed working days. In addition, each member will be responsible for individual and combined team expenses. The team will be supported by 2 auxiliary members who are also donating their time. It has been tradition for the riders to cover the cost of the support crew, as this ride would be impossible without them. As a result, individual riders will incur costs of approximately \$1,005.00 for a total team cost of \$6,030.00. The Niagara Cycling Team is asking for \$600.00 per rider to help with the costs associated with this endeavor.

- Individual rider registration: \$190.00
- R2R cycling jersey: \$140.00
- Accommodations: \$400.00
- Hydration/nutrition during the 4-day ride: \$100.00
- Fee per police service/team: \$250.00 (split between individual riders)
- Support crew accommodations: \$800.00 (split between individual riders)

## **Alternatives Reviewed**

To not support this request.

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

This is a community engagement event that allows members of the NRPS the opportunity to participate in public events that enhance the image of the Service and its members in our community. This event also aligns with the community engagement goals and objectives of the Service's 2022-2025 Strategic Plan and builds public trust with our community.

## **Relevant Policy Considerations**

By-Law 392-2021 – Administration, Limitations, and Guidelines of the Special Fund.

## **Other Pertinent Reports**

Not Applicable.

*This report was prepared by Jason Myers, Detective Sergeant, E-Crimes – Special Victims Unit; reviewed by Todd Waselovich, Superintendent, Emergency and Investigative Services. Recommended by Brett Flynn, Deputy Chief, Operational Services.*



---

**Submitted by:**  
Bryan MacCulloch, M.O.M. #5835  
Chief of Police

## **Appendices**

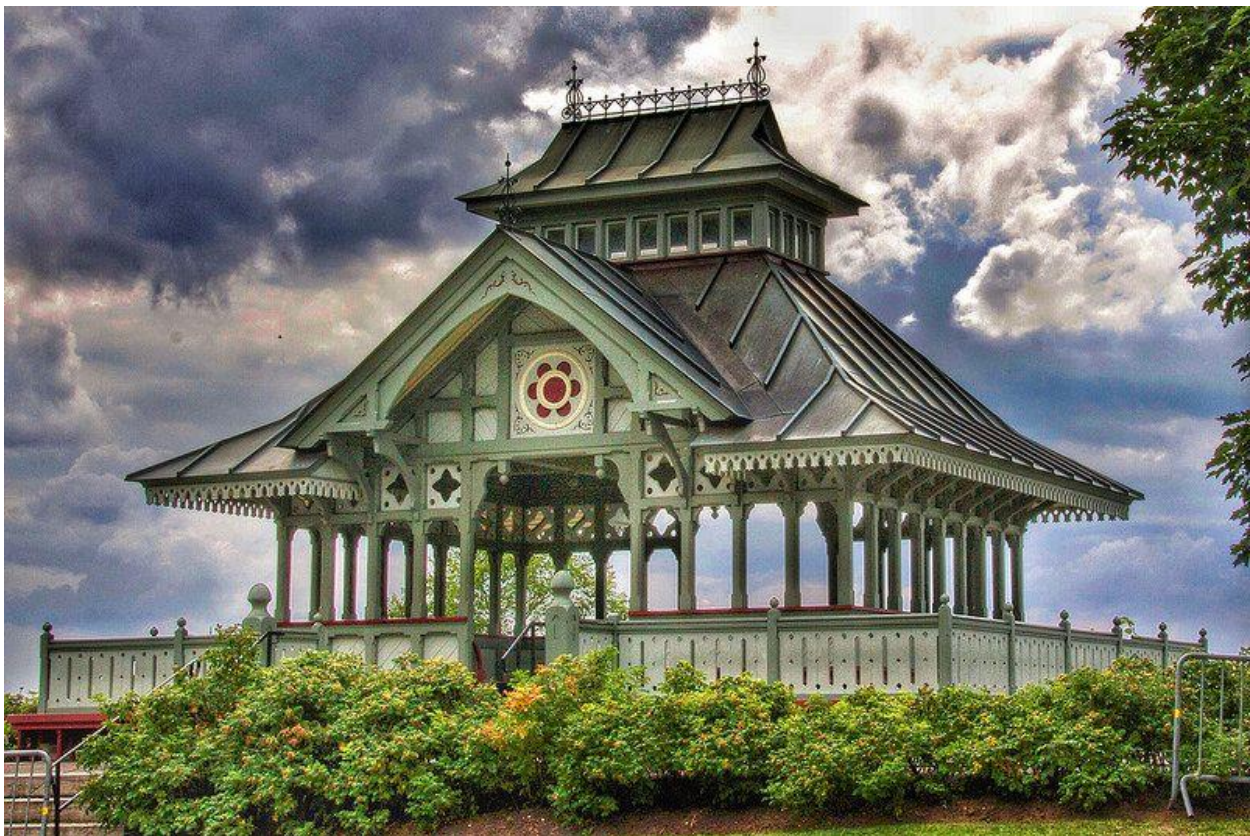
Appendix 1 - 2023 Ride to Remember Registration Package



## 2023 Ride to Remember

### Registration

September 20 – September 24, 2023



Welcome to the 2023 Ride to Remember – Memorial Tour, departing from the Ontario Police College on Wednesday September 20<sup>th</sup> and finishing on Parliament Hill in Ottawa on Saturday September 23<sup>rd</sup>, 2023.

Our goals are to remember the officers that were killed in the line of duty, support those officers' families, friends and colleagues, raise funds & awareness for the memorial services, and give back to our communities through bicycle donations.

This year's ride will raise money for the National Police and Peace Officer's Memorial Fund, the Ontario Police Officers' Memorial Fund, the OPC Path of Honour and Camp Faces. 100% of these funds are used to maintain the memorials, assist with the cost of the memorial services and provide programming and support for the families of our fallen brothers and sisters.

Adam Belanger from the OPP will lead this year's youth bicycle and helmet donations, graciously provided and supported by the OPP Youth Foundation and the OPPA Credit Union. Lights, bells and accessories will be added to the bikes through the Rob Kobayashi's Retirement Fund.

This registration package outlines the details of this year's ride and the registration process. If you have any questions or concerns regarding any aspect of the event, please feel free to contact us at any time.

We look forward to cycling with you while we honour our fallen heroes and remember the ultimate sacrifice that they paid for their communities.

Sincerely,

Doug James – YRP

Adam Belanger – OPP

## **SCHEDULE**

Wed. Sept. 20 – OPC to Toronto (200km)

Thurs. Sept. 21 – Toronto to Belleville (200km)

Fri. Sept. 22 – Belleville to Brockville (185km)

Sat. Sept. 23 – Brockville to Ottawa (145km)

Sun. Sept. 24 – Memorial Service on Parliament Hill

## **REGISTRATION FEES**

Individual Rider: \$100.00

- Your personal donation to the Memorials
- Ride Insurance
- Velofix Bicycle Mechanic
- Rest stop gifts
- Supplements Banquet Dinners

Fee per police service/team: \$250.00

- Administration costs
- Paramedics
- Prints for Families of Fallen Officers
- Marketing
- Sponsor Gifts

**Individual Registration is online at [www.yrp.ca/RidetoRemember](http://www.yrp.ca/RidetoRemember)**

Team fees can be paid for online or sent directly to Doug James at YRP via cheque (payable to York Regional Police – Ride to Remember).

Support Crew members & motorcyclists can purchase Banquet Dinner tickets online and T-Shirts can also be purchased through the registration website.

**Our Cycling Jerseys/kit will be purchased separately through Jakroo (link to follow)**

## **Registration will open on June 19<sup>th</sup> and close on September 1<sup>st</sup>, 2023**

**\*Please Note: This is a law enforcement ride and the Team Captains are responsible to ensure that their selected team members are the only participants to sign-up due to our participant caps. Do not send this registration link to anyone not on your team\***

**\*No refunds will be given after September 1, 2023\***

## **MEALS**

Banquet dinner tickets can be purchased at a cost of \$45.00 per person. They are on top of the registration cost, however must be booked at the time of registration. Your ticket will be given to your team captain on Day 1 of the Ride and you will require the ticket in order to attend the catered meal. Speeches will only take place after the Brockville dinner.

Be sure to purchase tickets for your support crew and motorcyclists.

1) Thursday Sept. 21 – Belleville Marriott Hotel (2 Sittings – 6:00pm & 7:30pm)

2) Friday Sept. 22 – Chateau Brockville, 803 Chelsea Street (1 Sitting – 6:30pm) **New Location!**

**Refunds will not be given after September 1, 2023 as numbers are confirmed on this date**

## **T-SHIRTS**

We will have custom made Dry-Fit Ride to Remember t-shirts available for sale – see design below.

They will be \$25/each and the profits will go towards the Memorial Fund.

## **HOTELS**

Each police service/team is responsible for booking their hotel rooms.

Here is a list of hotels that we frequently use:

TORONTO:

Chelsea Hotel

33 Gerrard St W, Toronto, ON M5G 1Z4  
Phone: (416) 595-1975

**BELLEVILLE:**

Fairfield Inn & Suites  
407 North Front Street, Belleville, ON K8P 3C8  
Phone: (613) 962-9211

Comfort Inn Belleville  
200 North Park Street, Belleville, ON K8P 2Y9  
Phone: (613) 966-7703

**BROCKVILLE:**

Comfort Inn  
777 Kent Blvd, Brockville, ON K6V 6N7  
Phone: (613) 345-0042

Travelodge  
7789 Kent Blvd, Brockville, ON K6V 6N7  
Phone: (613) 345-3900

Holiday Inn Express  
7815 Kent Blvd, Brockville, ON K6V 6N7  
Phone: (613) 342-1883

Days Inn  
160 Stewart Blvd, Brockville, ON K6V 4W6  
Phone: (613) 342-6613

Noble Suites  
20 Broad St, Brockville, ON K6V 4T7  
Phone: (613) 341-1203

Hampton Inn  
290 Crocker Crescent, Brockville, ON K6V 0E3  
Phone: (613) 498-1818



## **CONTACT INFORMATION**

### **2023 Ride Co-Chairs**

Doug James – York Regional Police: 905-955-2773, [1577@yrp.ca](mailto:1577@yrp.ca), 1-866-876-5423 x 7702

Adam Belanger – Ontario Provincial Police: 519-379-0516, [Adam.Belanger@opp.ca](mailto:Adam.Belanger@opp.ca)

### **Motorcycle Escort Leader**

Brian Hodgins – OPP [Brian.hodgins@opp.ca](mailto:Brian.hodgins@opp.ca)

### **Team Leaders**

Adam Belanger (OPP)	<a href="mailto:Adam.Belanger@opp.ca">Adam.Belanger@opp.ca</a>
Chuck Benoit (Ottawa)	<a href="mailto:BenoitC@ottawapolice.ca">BenoitC@ottawapolice.ca</a>
Martin Groulx (Ottawa)	<a href="mailto:GroulxM@ottawapolice.ca">GroulxM@ottawapolice.ca</a>
Don Theriault (TPS)	<a href="mailto:Don.theriault@torontopolice.ca">Don.theriault@torontopolice.ca</a>
Joel Fraser (Peel)	<a href="mailto:Joel.Fraser@peelpolice.ca">Joel.Fraser@peelpolice.ca</a>
Daniel Munslow (Peel)	<a href="mailto:Daniel.Munslow@peelpolice.ca">Daniel.Munslow@peelpolice.ca</a>
Malcolm Wilson (Durham)	<a href="mailto:mwilson@drps.ca">mwilson@drps.ca</a>
Jason Myers (Niagara)	<a href="mailto:Jason.Myers@niagarapolice.ca">Jason.Myers@niagarapolice.ca</a>
Steve "Cuds" Cudney (St Thomas)	<a href="mailto:scudney@stps.on.ca">scudney@stps.on.ca</a>
Scott Moore (Hamilton)	<a href="mailto:semoore@hamiltonpolice.on.ca">semoore@hamiltonpolice.on.ca</a>
Lee Snelling (RCMP)	<a href="mailto:Lee.Snelling@rcmp-grc.gc.ca">Lee.Snelling@rcmp-grc.gc.ca</a>
Brenton Hoffman (MetroLinx)	<a href="mailto:Brenton.Hoffman@metrolinx.com">Brenton.Hoffman@metrolinx.com</a>
Mike D'Aoust (Waterloo)	<a href="mailto:michael.daoust@wrps.on.ca">michael.daoust@wrps.on.ca</a>
Paul Harrower (Halton)	<a href="mailto:Paul.harrower@haltonpolice.ca">Paul.harrower@haltonpolice.ca</a>
Brian McKean (Guelph)	<a href="mailto:BMcKean@guelphpolice.ca">BMcKean@guelphpolice.ca</a>
Derek Lancop (Kingston)	<a href="mailto:dlancop@kpf.ca">dlancop@kpf.ca</a>



[www.policeridetoremember.com](http://www.policeridetoremember.com)

[www.facebook.com/CanadianPoliceMemorialRidetoRemember](https://www.facebook.com/CanadianPoliceMemorialRidetoRemember)



[www.twitter.com/CanadianR2R](https://www.twitter.com/CanadianR2R)



## 2023 T-Shirt





# NIAGARA REGIONAL POLICE SERVICE

## Police Services Board Report

PUBLIC AGENDA

---

**Subject:** Special Fund Request – Indigenous Crosswalk Financial Donation  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2023-06-23

---

### Recommendation(s)

**That the Niagara Police Services Board approves a Special Fund Request to provide a financial donation of \$500.00 to the Fort Erie Native Friendship Centre to support the installation of an Indigenous Crosswalk at Farmer's Market in Welland.**

### Key Facts

- The purpose of this report is to seek approval for a Special Fund Request for a total of \$500.00 to donate to the Fort Erie Native Friendship Centre in support of the installation of an Indigenous Crosswalk at the Farmer's Market in Welland.
- The revealing of the crosswalk will take place as part of a Truth and Reconciliation Walk that will take place on September 29, 2023. Members of the Niagara Regional Police Service (NRPS), Equity, Diversity and Inclusion Unit, have been invited to participate in this walk.
- Partners in support of the installation of the Indigenous Crosswalk include the Fort Erie Native Friendship Centre, Pride Niagara, the Welland Downtown BIA and the Office of Vance Badawey.

### 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 376-2018, Special Fund Administration, Limitations and Guidelines. Section 132(2) of the Police Services Act establishes that the Niagara Police Services Board has the sole authority for spending the proceeds from the sale of property, which lawfully comes into the possession of the police service. The Act stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest." These

funds do not form part of the police operating budget and are separate from the Regional tax base.

The request is for \$500.00, to support this initiative.

If the request is approved by the Board, the cheque can be made payable to the Fort Erie Native Friendship Centre.

### **Analysis**

The invitation to be part of this initiative demonstrates the success of the Service's continued efforts to build positive relationships with various community groups and organizations within the Niagara Region. Participation in this initiative, as well as the Truth and Reconciliation Walk, are additional opportunities to demonstrate the Service's unwavering commitment in continuing to build relationships and support our various communities.

### **Alternatives Reviewed**

Not applicable.

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

This financial support presents an opportunity for the NRPS to contribute to an objective outlined in the 2022-2025 Niagara Regional Police Strategic Plan, which refers to relationships with our community. Attendance at this event also demonstrates the Service's continued commitment to achieving the goals as outlined in the 2023-2025 Diversity, Equity, and Inclusion Strategic Plan. Specifically, to collaborate and engage with community partners who represent equity deserving groups.

Supporting this event demonstrates to our partners within the Fort Erie Native Friendship Centre and Pride Niagara, our commitment to working with each other to ensure a positive relationship built on trust, respect and understanding.

### **Relevant Policy Considerations**

Board By-law 376-2018 Special Fund Administration, Limitations and Guidelines.

### **Other Pertinent Reports**

Not applicable.

*This report was prepared by Acting Inspector Brett Atamanyk, Professional Development, reviewed by Luigi Greco, Superintendent, Executive Services. Recommended by Bill Fordy, Deputy Chief, Support Services.*



---

**Submitted by:**  
Bryan MacCulloch, M.O.M. #5835  
Chief of Police

**Appendices**

Not applicable.