



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

Thursday, March 27, 2025, 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, February 27, 2025

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That the Minutes of the Public Board Meeting held Thursday, February 27, 2025 be adopted as circulated.

5. REPORTS FROM BOARD CHAIR

6. REPORTS FROM THE CHIEF OF POLICE

7. PRESENTATIONS

7.1 Niagara Regional Police Service - The Recruit Journey

15

Presentation on the journey of a recruit including the mandated training requirements of the Ontario Police College (OPC) and that of the Niagara Regional Police Service upon OPC graduation.

That the presentation be received.

8. CONSENT AGENDA

8.1	Police Record Checks Reform Act 2015 - Amendments to O. Reg. 347/18 Exemptions	28
	Service report dated March 12, 2025 providing a status update on the Service's progress to adhere to the amendments of O. Reg. 347/18 (Exemptions) under the Police Record Checks Reform Act, 2015 that came into effect on January 1, 2025 relating to individuals subject to record check requirements under the Child, Youth and Family Services Act, 2017 and the Intercountry Adoption Act, 1998.	
8.2	Annual Report - Accessibility Standards and Accessibility Standards for Customer Service - January 1 to December 31, 2024	31
	Serviced report dated March 6, 2025 submitted in accordance with the annual reporting requirements set out in Board By-laws 431-2024 and 432-2024.	
8.3	Annual Report - Child Abuse and Neglect - January 1 to December 31, 2024	34
	Service report dated February 25, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 437-2024.	
8.4	Annual Report - Child Pornography (Internet Child Exploitation) - January 1 to December 31, 2024	38
	Service report dated February 21, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 438-2024.	
8.5	Annual Report - Equal Opportunity, Discrimination and Workplace Harassment Prevention - January 1 to December 31, 2024	42
	Service report dated March 14, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 411-2024.	
8.6	Annual Report - Illegal Gaming - January 1 to December 31, 2024	45
	Service report dated February 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 448-2024.	
8.7	Annual Report - Marine Unit - January 1 to December 31, 2024	48
	Service report dated February 26, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 483-2024.	
8.8	Annual Report - Municipal Freedom of Information and Protection of Privacy Act - January 1 to December 31, 2024	52
	Service report dated February 26, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 415-2024.	
8.9	Annual Report - Niagara Regional Police Service Tuck Shop - January 1 to December 31, 2024	55
	Service report dated February 19, 2025 advising the Board of the net proceeds from the sale of NRPS branded souvenirs and mementos sold through the Niagara Regional Police Service Tuck Shop during 2024.	

- 8.10 Annual Report - Parental Non/Parental Abductions and Attempts - January 1 to December 31, 2024** 57
- Service report dated February 19, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 454-2024.
- 8.11 Annual Report - Police Uniforms - January 1 to December 31, 2024** 60
- Service report dated March 5, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 490-2024.
- 8.12 Annual Report - Sudden Death and Found Human Remains - January 1 to December 31, 2024** 62
- Service report dated February 21, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 501-2024.
- 8.13 Annual Report - Underwater Search and Recovery Units - January 1 to December 31, 2024** 66
- Service report dated February 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 505-2024.
- 8.14 Annual Report - Vehicle Theft - January 1 to December 31, 2024** 70
- Service report dated February 25, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 460-2024.
- 8.15 Annual Report - Witness Protection and Security - January 1 to December 31, 2024** 73
- Service report dated February 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 462-2024.

That the information be recieved.

9. NEW BUSINESS

- 9.1 NRPS Facility Master Plan Proposal Brief** 76

Service report dated March 6, 2025 requesting the Board approve the proposal brief submitted by Operations Research in Health (ORH) for the preparation of a facilities plan for the Service to support the development of the NRPS 2026-2029 Strategic Plan and prepare for anticipated growth of the police service. (*The item was preapproved by the Board Mach 11, 2025 and is before the Board ratification.*)

That the Board the approve the attached proposal brief provided by Operation Research in Health (ORH) for \$168,500.00 plus HST to complete a Facility Master Plan.

9.2 2025 NRPS Budget Amendment - Homeland Security Investigations Border Enforcement Security Task Force Secondment

97

Service report dated March 7, 2025 requesting the Board approve a 2025 operating budget amendment in the amount of \$162,600.00 to fund the secondment of a NRPS Detective Sergeant to the Homeland Security Investigations Border Enforcement Security (BEST) Task Force to combat emerging and existing transnational criminal organizations. *(The item was preapproved by the Board on March 11, 2024 and is before the Board for ratification.)*

That the Board approve a 2025 Operating Budget amendment in the amount of \$162,600.00 to temporarily fund a NRPS Secondment to the Homeland Security Investigations Border Enforcement Security (BEST) Task Force for the period of March 1 to December 31, 2025;

And further, that the report be submitted to Regional Council for approval of the budget amendment funded by a transfer from the Police Contingency Reserve Fund.

9.3 Human Resources Structure - Advisory Role

100

Service report dated March 3, 2025 requesting the Board approve the repurposing of a vacant position in the Human Resources (HR) Unit to a new senior level HR advisory role in keeping with the recommendation brought by Deloitte Consulting in 2022 when they were engaged to review the HR function and design of a future state operating model for the Niagara Regional Police Service.

That the Board approve the repurposing of the vacant Benefits Specialist position to a new Human Resources (HR) advisory role to oversee Total Rewards, HR Systems, and the overall operation of the HR Business Unit.

9.4 Special Fund Requests

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Service report dated March 12, 2025 requesting the Board approve the following Special Fund requests:

1. Administrative Professionals Day - \$5,000;
2. Big Brothers and Big Sisters of Niagara For Kids' Sake Golf Tournament - \$1,300;
3. CALEO (Canadian American Law Enforcement Organization) 29th Annual Training Symposium - \$400;
4. CMHA (Canadian Mental Health Association) Wellness For All Fundraiser - \$2,500;
5. FACS (Family and Children Services) Niagara Fundraising Gala - \$2,500;
6. Human Trafficking Public Awareness Initiative - \$5,120;
7. Love Fore Niagara 3rd Annual Golf Tournament - \$700;
8. OWLE (Ontario Women in Law Enforcement) Awards Gala - \$2,200;
9. Hope Gala, Pathstone Mental Health Foundation - \$3,000; and
10. United Way Early Bird and Summer Classic Golf Tournaments - \$2600.

That the Board authorize the Special Fund donations as outlined in the report and approve payment in the requested amounts.

10. OTHER NEW BUSINESS

11. IN CAMERA REPORTS

12. MOTION FOR CLOSED SESSION

That the Board move into Closed Session for consideration of confidential matters pursuant to Section 44 of the Community Safety and Policing Act, namely for subject-matter related to potential litigation, human resources matters, information that the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose if it were contained in a record, contractual documentation, as well as legal matters that are subject to solicitor-client privilege.

13. ADJOURNMENT



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICE BOARD
PUBLIC MINUTES

Thursday, February 27, 2025
Niagara Regional Police Service - Headquarters
Community Room 1st Floor, 5700 Valley Way, Niagara Falls

PSB MEMBERS:

P. Chiocchio, Chair
N. Kapisavanhu, Vice Chair
K. Gibson, Board Member
L. Ip, Board Member
J. Lawson, Board Member
T. McKendrick, Board Member

D. Reid, Executive Director
D. Cichocki, Executive Assistant

PSB REGRETS:

B. Steele, Member

NRPS MEMBERS:

Chief B. Fordy
Deputy Chief T. Waselovich, Operational Services
A/Deputy Chief M. Lagrotteria, Community Services
A/Deputy Chief S. Staniforth, Support Services
C. Gauley, General Counsel
A. Askoul, Director of Information Technology
L. Blood, Director of Human Resources
L. Rullo, Director of Finance and Asset Management
Superintendent D. Forbes, Emergency Service
Superintendent D. Masotti, Emergency Investigative Services
A/Superintendent D. Gomez, Community Services
A/Superintendent L. Hughes, Executive Services
A/Superintendent C. Sirie, Operational Support
Inspector S. Magistrale, Duty Office
Inspector S. Parrent, Duty Office
Staff Sergeant M. Casella, Training Unit
D/Sergeant N. Abbott, Executive Officer to D/C Operational Services
Sergeant J. Hicks, Training Unit
R. Audeh, Corporate Strategy and Innovation Manager
H. Perez, Corporate Analyst
S. Sabourin, Corporate Communications Manager
M. Asher, Executive Assistant to the Chief

OTHERS:

Mr. D. Tilley, Policing Services Advisor, Inspectorate of Policing, Ministry of the Solicitor General

1. CALL TO ORDER

The Public Meeting of the Niagara Police Service Board commenced at 9:29 am.

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 Service 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, January 23, 2025

Moved by: L. Ip

Seconded by: J. Lawson

That the Minutes of the Public Board Meeting held Thursday, January 23, 2025 be adopted as circulated.

Carried

5. REPORTS FROM BOARD CHAIR

Welcome to Police Services Advisor - On behalf of the Board, Chair Chiocchio welcomed Dave Tilley to the meeting. Dave is with the Inspectorate of Policing at the Ministry of the Solicitor General and he serves as a Policing Services Advisor to Zone 4 Police Boards in Ontario. Dave regularly attends the meetings as part of the routine visits by Policing Services Advisors to Police Boards across the Province. The Board is pleased to see his continued attendance at their monthly meetings.

NRPS Recruit Graduation Ceremony - On January 23, the Service held a Recruit Graduation ceremony in the Community Room at Police Headquarters. The ceremony recognized four new recruits and two currently serving police officers to the Niagara Regional Police Service as well as one Niagara Parks Police Special Constable to the Niagara Parks Police Service. Chair Chiocchio, Vice Chair Kapisavanhu and Member Lawson attended the event where they had the opportunity to congratulate the officers and meet with members of their families.

NRPA Recognition Levee - President Pat McGilly - On January 24, the Niagara Region Police Association hosted a Recognition Levee to celebrate the retirement of NRPA President Pat McGilly, who officially retired on February 1. Chair Chiocchio, Members Lawson, Gibson, McKendrick and Steele attended the event where they had to opportunity to thank Pat for his years of dedication to the members of the Niagara Regional Police Service.

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. A webinar was held on January 29, and upcoming webinars are scheduled for February 27, March 4 and March 13. Session topics include staffing levels and response times, body worn cameras, hiring Chiefs of Police, and supporting the unhoused. All three webinars start at 12 noon and recorded copies are sent to Board Members for their viewing.

Community Safety and Well Being Advisory Committee - On February 3, Member McKendrick attended the Niagara Region's Community Safety and Well Being Committee as the Board's representative. These meetings bring together representatives from policing, paramedics, education, health care, social services and community-based agencies for a coordinated

approach to enhance the well-being of residents and communities that are vulnerable due to social, economic or health related risk factors.

OACP/OAPSB Zone 4 Meeting - On February 19, the Ontario Association of Police Service Boards held their Zone 4 Quarterly Meeting at Niagara Regional Police Headquarters. Zone 4 consists of a total of 14 Police Service Boards, including municipal and OPP Contract Boards or First Nations police governance bodies that are located within the regions or counties of Brant, Haldimand, Halton, Hamilton, Niagara, Norfolk and Oxford. These quarterly engagements allow Boards within a certain geographic area to meet for the purpose of discussing matters related to police governance. Chair Chiocchio, Member Lawson and Executive Director Reid attended the meeting on behalf of the Board.

PAO Employment Conference - The Police Association of Ontario (PAO) held its annual Employment Conference on February 25-26 in Toronto. Discussions focused on a variety of topics including, the Community Safety and Police Act; collective bargaining developments, best practices, and challenges; the implications of Ontario's new statutory framework, and police disciplinary and human rights decisions. Chair Chiocchio, Member Lawson, Executive Director Reid, Board Solicitor McKaig and Service staff attended the conference.

Gillian's Place - Breakfast to End Gender-Based Violence - On March 25, Gillian's Place will host a breakfast event aimed at ending gender-based violence. The breakfast is being held in St. Catharines at Club Roma in the Starlight Room and registration will begin at 7:30 am with the event beginning at 8:00 am. Board members interested in attending are asked to confirm with Board staff by March 10.

Special Recognition - King Charles III Coronation Medal – Chief Bill Fordy has been selected to receive the King Charles “The Third” Coronation Medal in recognition of his outstanding contributions to public safety and crime prevention and community leadership. Director Akram Askoul has also been selected to receive this distinguished honour for his work in Information Technology. The King Charles Medal is awarded to those who have made a significant contribution to Canada or to a particular province, territory, region or community of Canada, or have made an outstanding achievement abroad that brings credit to Canada. A presentation ceremony will take place in Ottawa on March 26. This honour is a testament to the respect and admiration that Chief Fordy and Director Askoul have gained and the Board offered their congratulations.

Upcoming Police Service Board Meetings - There are no Committee Meetings scheduled for March. The next scheduled regular monthly Board meeting is Thursday, March 27, 2025 at 9:30 am in the Community Room at Police Headquarters.

6. REPORTS FROM THE CHIEF OF POLICE

Community Safety:

January 27, 2025 – Members attended the Town and Gown in Thorold for discussions focused on current police and school issues.

January 29, 2025 - Members attended a roundtable and workshop in Toronto involving many senior leaders and staff from numerous police services. Discussions focused on police response to calls involving persons in crisis, which were very informative and timely, given the large volume of mental health calls the NRPS is responding to as police continue to find better solutions and collaboration along with community service providers.

February 18, 2025 - Senior leaders and members of our CORE Unit met with Welland Mayor Campion and his staff. A discussion was held regarding ongoing initiatives, including those related to Thorold's new shelter and their downtown core. These continued meetings are part of the Service's ongoing engagement with all municipalities in Niagara to work together and collaborate in finding solutions and addressing community concerns.

February 19, 2025 – The Service hosted the OACP Zone 4 meeting at Police Headquarters, welcoming their police service partners from Zone 4 and members of the Board for ongoing collaboration and knowledge sharing as they work to keep their communities safe.

February 25, 2025 – Members attended the Thorold Council meeting where discussions focused on working in partnership.

Community Engagement

January 23, 2025 – Members celebrated with four new recruits and two currently serving officers at the Recruit Graduation Ceremony.

January 27, 2025 – Members of the EDI Unit and CORE attended Brock University for "80 Years Later, Living Archives", an International Holocaust Remembrance Day event.

January 31, 2025 – Members attended a rebranding event at the former Niagara Folk Arts Multicultural Centre, which is now known as "Bridges Niagara".

February 4, 2025 – Members attended Mayor Siscoe's pancake breakfast in St. Catharines, raising funds to support homeless prevention programs at Community Care of St Catharines and Thorold.

February 5 & 6, 2025 - As part of their continued efforts in building trust, the EDI Unit attended both Niagara on the Lake and Welland Niagara College campuses to meet and chat with international students. They fielded questions about policing in Niagara, responding to incidents of hate and tenant rights and responsibilities in Niagara.

February 6, 2025 – Members of the EDI Unit met with Niagara Health System EDI staff to discuss possibilities for opportunities for cross-training and collaboration.

February 11, 2025 - Members played an indoor soccer match against youth from Bridges Niagara at the Welland Sportsplex. The NRPS lost a close game with the final score being 3-2.

February 12, 2025 - Members attended an event celebrating Black heritage and youth excellence hosted by the Welland Heritage and Multicultural Center.

February 18, 2025 – Members welcomed Janet Madume, Executive Director of the Welland Heritage and Multicultural Center, as part of Black History Month. This was a learning event hosted at Police Headquarters. The Executive Director spoke on several topics; including her journey as a black female in a leadership role in Niagara and the overall importance of EDI in all aspects of professional and personal life.

February 22, 2025 - Members of the Service, including the CORE Unit, attended the "Coldest Night of the Year" community walk in St. Catharines. This fundraising walk is held in over 100 communities across Canada to raise awareness and spread compassion for those dealing with homelessness and food insecurity. Start Me Up was chosen as the charity benefiting from the fundraiser this year.

February 25, 2025 – Members of the EDI Unit met with faculty at Niagara College and discussed the role and function of the EDI Unit in assisting the community and scholastic institutions. The Service is restarting ride longs with students from Niagara College and Brock University after a hiatus due to the covid pandemic. This will give students in law adjacent programs an opportunity to experience frontline policing firsthand, with safety and privacy measures in place. Students will also experience two days with various units in a learning setting, including forensics, communications and courts. Sixteen students were selected from a competitive process for this opportunity as part of the ongoing work of the Recruiting Unit in attracting the best candidates.

Member Wellness:

NRPA President Retirement - On behalf of the Service, Chief Fordy wished recently retired Niagara Regional Police Association President Pat McGilly all the best as he enters a new chapter in his life, thanking Pat for his many years of service.

Hybrid Work Program - The Service's Hybrid Work Program began on February 1. Members are now enrolled and are working under the program criteria with service delivery and community safety remaining a top priority.

Member Wellness Challenge - As reported last month, the Service's Member Wellness Committee invited members and their families to participate in an 8-week challenge, which is now underway and has participants utilizing healthy eating guides, recipes and physical activity options.

February 18, 2025 - In anticipation of Mental Health Awareness Month in May, police staff are meeting with members of the Member Support Unit to begin talks about how best to collaborate and get members involved in the upcoming initiatives.

February 25, 2025 - In recognition of the upcoming International Women's Day on March 8, the Service's Women in Policing ISN hosted a two-hour session featuring OPP Detective Constable Laura Empey. Discussions focused on Detective Constable Empey's 29 year career in policing and the session included an empowering panel discussion with Service members who shared experiences and perspectives.

7. PRESENTATIONS

7.1 NRPS Training - Community Safety and Policing Act (CSPA)

Presentation on the NRPS Training Unit and the operational and infrastructure demands as a result of the mandated training requirements under the Community Safety and Policing Act, 2019 (CSPA).

Moved by: T. McKendrick
Seconded by: K. Gibson

That the presentation be received.

Carried

8. CONSENT AGENDA

8.1 Quarterly Report - Niagara Parks Police Service Special Constables - October 1 to December 31, 2024

Correspondence dated January 21, 2025 from Chief Paul Forcier, Niagara Parks Police Service, providing a quarterly report about complaints, use of force, discipline and arrests associated to officers designated as Special Constables and employed with the Niagara Parks Police Service.

8.2 Quarterly Report - Overtime Activities Incurred by NRPS - October 1 to December 31, 2024

Service report dated January 30, 2025 providing the Board with a five-year uniform and civilian quarterly and year-to-date overtime trend analysis.

8.3 Semi-Annual Report - Administration of the Internal Complaints Against Police Officers - May 24 to December 31, 2024

Service report dated February 6, 2025 submitted in accordance with the semi-annual reporting requirements set out in Board By-Law 514-2024.

8.4 Annual Report - Administration of Internal Complaint System for Conduct of Special Constables - May 23 to December 31, 2024

Service report dated February 6, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 515-2024.

8.5 Annual Report - Administration of Public Complaints System for Conduct of Special Constables - May 23 to December 31, 2024

Service report dated February 5, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 509-2024.

- 8.6 Annual Report - Appointment of Special Constables - Niagara Regional Police Service - April 1 to December 31, 2024**
Service report dated January 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 465-2024.
- 8.7 Annual Report - Appointment of Special Constables - Special Constable Employers - April 1 to December 31, 2024**
Service report dated January 30, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 466-2024.
- 8.8 Annual Report - Collection of Identifying Information- Prohibition Duties - January 1 to December 31, 2024**
Service report dated January 22, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 468-2024.
- 8.9 Annual Report - Conflicts of Interest of Police Service Members - January 1 to December 31, 2024**
Service report dated February 5, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 510-2024.
- 8.10 Annual Report - Criminal Intelligence Unit - January 1 to December 31, 2024**
Service report dated January 23, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 441-2024.
- 8.11 Annual Report - Drug Investigations - January 1 to December 31, 2024**
Service report dated February 3, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 443-2024.
- 8.12 Annual Report - Fundraising for Service Related Organizations - January 1 to December 31, 2024**
Service report dated January 31, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 414-2024.
- 8.13 Annual Report - Hate-Bias Motivated Crimes and Hate Propaganda Offences - January 1 to December 31, 2024**
Service report dated February 4, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 447-2024.
- 8.14 Annual Report - Informants and Agents - January 1 to December 31, 2024**
Service report dated January 20, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 449-2024.
- 8.15 Annual Report - Major Incident Command - January 1 to December 31, 2024**
Service report dated January 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 482-2024.
- 8.16 Annual Report - Marked Patrol Vehicles - January 1 to December 31, 2024**
Service report dated February 10, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 484-2024.
- 8.17 Annual Report - Occupational Health and Safety - January 1 to December 31, 2024**
Service report dated January 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 419-2024.

8.18 Annual Report - Police Action at Labour Disputes - January 1 to December 31, 2024

Service report dated February 5, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 487-2024.

8.19 Annual Report - Public Order Units - January 1 to December 31, 2024

Service report dated January 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 495-2024.

8.20 Annual Report - Solicitation and Acceptance of Public Donations, Sponsorships or Private Sector Funding Arrangements - January 1 to December 31, 2024

Service report dated January 31, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 424-2024.

8.21 Reserve Fund Continuity Schedule - Period ending December 31, 2024

Service report dated February 7, 2025 submitted in accordance with the Board's Financial Reporting, Control and Procurement By-Law (No. 412-2024) and the Region's Reserve and Reserve Fund Policy (C-F-013) to provide a status report outlining the appropriate use and funding of all Niagara Regional Police Service and Board reserves.

Moved by: L. Ip

Seconded by: N. Kapisavanhu

That the information be received.

Carried

9. NEW BUSINESS

9.1 Financial Variance Overview - Year Ending December 31, 2024

Service report dated February 7, 2025 submitted in accordance with the Board's Financial Reporting, Control and Procurement By-Law (No. 412-2024) to provide an analysis of the 2024 year-end financial results for the Niagara Regional Police Service and Board, and including the Service's recommended reserve transfers to offset the one-time costs associated with the implementation of the Community Safety and Policing Act (CPSA) 2019 and the Ontario Police Video Training Alliance (OPTVA) operating expenses.

Moved by: J. Lawson

Seconded by: T. McKendrick

That subject to the approval by the Regional Council of the Consolidated Regional Year End Transfer Report, the Niagara Police Service Board approve the following transfers:

- 1. \$38,801.00 from the Ontario Police Video Training Alliance (OPVTA) Reserve Fund mitigating a deficit in the current year operations in accordance with the Niagara Region Reserve and Reserve Funds Policy C-F-013; and**
- 2. \$501,663.58 from the Police Contingency Reserve Fund to fund one-time 2024 expenditures related to the implementation of the Community Safety and Policing Act, 2019 (CSPA).**

Carried

9.2 Renewal of TELUS Corporate Customer Agreement - Wireless Services

Service report dated February 4, 2025 requesting the Board approve renewing the Wireless Services Customer Agreement with TELUS for the provision of wireless voice and data services, discounted mobile smartphone devices, and premium support services.

Moved by: K. Gibson
Seconded by: L. Ip

That the Niagara Police Service Board approve the Wireless Services Corporate Customer Agreement with TELUS, at an annual cost of \$399,000.00 plus HST (net of rebates) as attached to the report and authorize the Chief of Police to execute the agreement on behalf of the Board.

Carried

9.3 Annual Report - Missing Persons - January 1 to December 31, 2024

Service report dated January 20, 2025 submitted in accordance with the annual reporting requirements set out in Board By-Law 485-2024.

Moved by: N. Kapisavanhu
Seconded by: J. Lawson

That the report be provided to the Ministry of the Solicitor General and be posted on the Niagara Regional Police Service website, pursuant to Section 8 (2) of the Missing Persons Act, 2018.

Carried

9.4 Quarterly Report - Special Fund Activity - Period of October 1 to December 31, 2024

Service report dated January 30, 2025 submitted in accordance with the quarterly reporting requirements set out in Board By-law 403-2024, and recommending the account's excess funds be donated to the Niagara Regional Police Foundation.

Moved by: T. McKendrick
Seconded by: K. Gibson

That the Niagara Police Service Board waive section 8.1 of Board By-Law 403-2024, Administration, Limitations, and Guidelines of the Special Fund, and approve a transfer in the amount of \$77,920.90 to the Niagara Regional Police Foundation.

Carried

9.5 Special Fund Requests

Service and Board reports requesting Board authorization of the following Special Fund donations:

1. Ontario Association of Police Service Boards (OAPSB) Spring Conference and Annual General Meeting - \$1,000;
2. Socks for Change Program - \$1,500;
3. Greater Niagara Chamber of Commerce Women in Niagara - International Women's Day Event - \$903.89;
4. Communications Unit/Telecommunicator Week - \$2,000;
5. NRPS Men's Jimmy Williams Hockey Team - \$1,500;

6. NRPS Women in Police ISN Lunch and Learn Initiative - \$3,000;
7. NRPS FilmFest - \$5,000; and
8. United Way Campaign Celebration Breakfast - \$400.

Moved by: L. Ip
Seconded by: J. Lawson

That the Board authorize the Special Fund donations and approve payment as outlined in the reports.

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. MOTION FOR CLOSED SESSION

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

That the Board move into Closed Session for consideration of confidential matters pursuant to Section 44 of the Community Safety and Policing Act, namely for subject-matter related to potential litigation, human resources matters, information supplied in confidence by the Ministry of the Solicitor General and from vendors for contract awards, as well as legal matters that are subject to solicitor-client privilege.

Carried

13. ADJOURNMENT

The Public Meeting adjourned at 10:35 am.

Pat Chiochio, Chair

Deb Reid, Executive Director

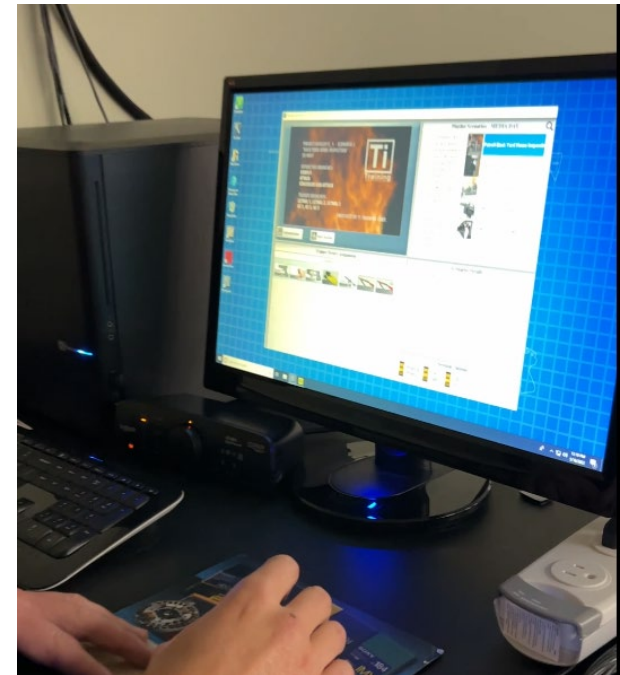
The Recruit Journey

March 27, 2025



Recruit Journey Overview

- Pre-Ontario Police College training (held at Training Unit) – 2 weeks
- BCT: On-line learning by OPC instructors (held at HQ) – 3 weeks
- BCT: In-person learning (held at Ontario Police College) – 10 weeks
- Post-Ontario Police College training (held at Training Unit)- 7 weeks



2 weeks Pre-Ontario Police College

- (2)40-hour weeks of training, orientation to policing and introduction to the Niagara Regional Police Service
- During the 2 weeks recruits receive a visit from;
 - Recruiting Sergeant – Organizational Expectations
 - Representative from the Media Unit
 - President of the Association



2 weeks Pre-Ontario Police College (2)

- Uniform inspections and drill occur each morning to check dress, department and duty books
- 2 weeks is divided into practical/ hands on sessions and academic sessions
- At the end of the day the Recruits participate in team fitness



BCT On-line learning (HQ)

- Basic Constable Training (BCT): Week 1-3
- on-line content facilitated by various Instructors from the Ontario Police College (held at NRPS HQ)
- is designed to provide Recruits with a knowledge of the law and exposure to procedural frontline activities
- Some topics;
 - Federal Law (ie. Criminal Code)
 - Provincial Law and Statutes (ie. Highway Traffic Act)



BCT In-person learning (Alymer)

- Weeks 4-15 of BCT
- In-person learning at the Ontario Police College
- Recruits are housed on-site in dormitory style accommodations, referred to as “pods”
- NRPS liaison supervisor present



BCT In-person learning (Alymer) Continued

- Academic / Use of Force / judgement training
- Recruits take tests and are evaluated to ensure they meet standard
- In addition, all Ministry of the Solicitor General requirements must meet standard to receive a BCT Certificate, for example:
 - Defensive Tactics
 - Firearms
 - Officer Safety
 - Physical Training (PREP Test)
 - Police Vehicle Operations



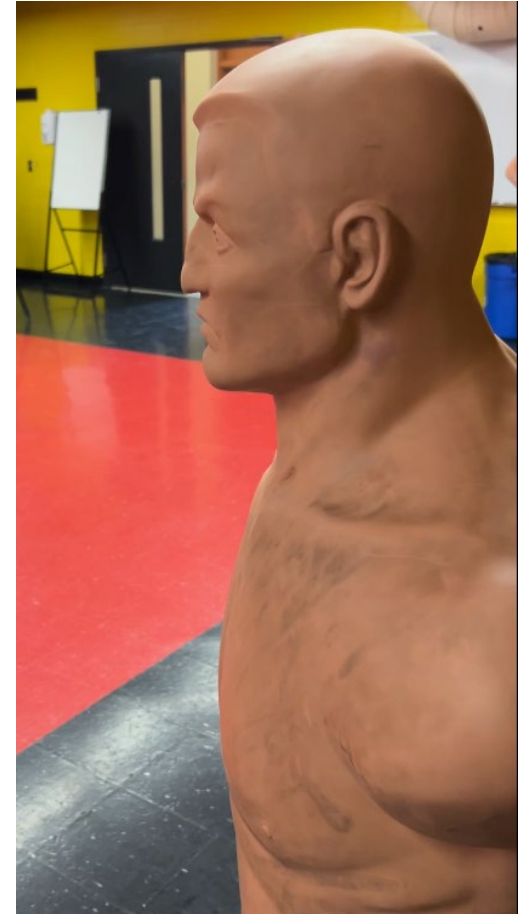
7 weeks Post Ontario Police College

- After OPC graduation, recruits return to Training Unit to engage in 7 weeks of training
- Includes:
 - 1 week of Patrol Carbine
 - 1 week Speed Measuring Program
 - 5 weeks of supplemental practical and academic training



7 weeks Post Ontario Police College

- Training is designed to enhance applied learning, skill development and knowledge of the Niagara Regional Police Service:
 - Scenario and Judgement training
 - Mock trials based on scenarios and judgement
 - Defensive Tactics
 - Firearms
 - Diversity, Equity and Inclusion
 - In-house systems
 - OC exposures Always a recruit favourite
 - Speciality Unit presentations



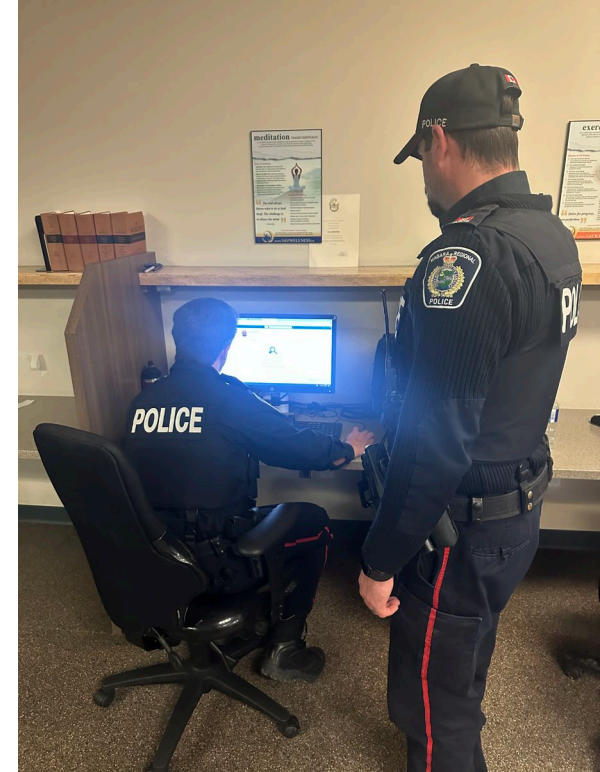
Recruit and Coach Officer

- Upon graduation, Recruits are assigned to District platoons and connected with a coach officer
- Recruits have a Training Manual to work through this process:
 - Checklist
 - Benchmarks
 - Shift reviews
 - Performance evaluation



Recruit and Coach Officer

- Recruits spend 60 shifts with their coach officer
- Additional 12 shifts to shadow specialized units. For example:
 - Domestic Violence
 - Forensics
 - Traffic Enforcement
 - Prisoner Management



Recruit and Coach Officer (3)

- Part of the recruit training is the development of a community oriented policing initiative
 - Past examples include:
 - High complaint traffic areas
 - Foot patrols in high crime areas
 - Additional response to emerging trends
- Once recruits complete the manual and coach officer training, they are cleared for independent patrol
- Training continues with an assessment done at 8 and 12 months, which then completes their probationary period



QUESTIONS?





NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Amendments to O. Reg. 347/18 (Exemptions) under the Police Record Checks Reform Act, 2015

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-12

Recommendation

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- On October 15, 2024, the Ministry of the Solicitor General (SOLGEN) issued an All Chiefs Memo 24-0062 regarding amendments to O. Reg. 347/18 (Exemptions) under the *Police Record Checks Reform Act, 2015* (PRCRA) that came into effect on January 1, 2025.
- These amendments exempt individuals subject to police record check requirements under the *Child, Youth and Family Services Act, 2017* and the *Intercountry Adoption Act, 1998* from standard requirements for police record check searches prescribed under the PRCRA.
- A fee structure for the exempted record checks (referred to as Broad Record Checks by the Ministry of Children, Community and Social Services (MCCSS)) needs to be determined.

Financial Considerations

There are no financial implications relating to the recommendations contained within this report at this point in time. Once a cost analysis has been completed and a new fee has been determined, it will be submitted through a report to the Board for review and approval.

Analysis

In addition to the information provided in a typical vulnerable sector check, MCCSS is also seeking disclosure of non-conviction information, outstanding restraining orders, and information regarding any contact between the person and a police service including mental health information.

The Ontario Association of Chiefs of Police's (OACP's) Law Enforcement and Records (Managers) Network (LEARN) Committee and the OACP's Police Legal Advisors (PLA) Committee have been working diligently since last November to develop best practice guidelines regarding these exempted record checks. Some of the issues they have been addressing include what information would be subject to release, how it will be released, and consent wording for the application form.

Records Supervisor, Caren Renzella, is a member of the LEARN Police Record Checks Sub-committee and has been involved in their numerous meetings since last November, ensuring the Service is well-positioned in responding to the new requirements.

The work by LEARN and the PLA is still ongoing; however, in the meantime, the Service is set to open up the intake of applications, but processing will remain on hold until further information is received through LEARN and the PLA. An application form has very recently been approved for use and our software vendor is finalizing the creation of the new process in the police record check system. It is anticipated that there will be an influx of approximately one thousand applications within four to six weeks of opening up intake.

As the fee for processing exempted record checks has not been determined and approved yet, individuals will not be charged at the time of applying. The fee will be due prior to releasing their exempted record check results. MCCSS has held several information sessions with their agencies, they are aware of the delays, transition periods, etc., and they will wait for six months for police to complete the processing of the exempted record checks.

Engaging in a cost analysis overseen by the Director of Finance & Asset Management is underway so an evidence-based assessment of the costs of processing can be determined. The initial processing of exempted record checks will be completed at a supervisory level to determine how much work is involved and to develop a standard operating procedure, which will further assist with the cost analysis.

Agencies that fall under the umbrella of MCCSS, such as Family and Children's Services Niagara, have contacted the Service with concerns about the substantial impact on their budgets and operations that will be caused by these amendments to the legislation and regulations, as they often choose to re-imburse their employees and volunteers for the cost of police record checks.

Information has been posted on the Service's public website regarding our ongoing status for exempted record checks and agencies have been encouraged to check the website frequently for the latest updates. The website is updated as soon as any new information is available.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

- General Order 005.10 Police Record Checks.
- Board By-Law 524-2024 - A By-Law To Provide For The Imposition Of Charges For Police Services

Other Pertinent Reports

Not applicable.

This report was prepared by Laurie Switzer, Manager, Records and Information Management, and reviewed by Chris Sirie, Acting Superintendent, Operational Support and Projects. Recommended by Sandy Staniforth, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report - Accessibility Standards and Accessibility Standards for Customer Service - January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-06

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to provide an annual written report to the Board with respect to meeting the accessibility standards, which includes a summary of the procedures, and the status of Niagara Regional Police Service (Service) compliance with said procedures as per Board By-Law 432-2024 respecting Accessibility Standards for Customer Service, and By-Law 431-2024 respecting Accessibility Standards.
- General Order (GO) 217.05 - Accessibility, establishes the policy of the Service.
- The Service is in compliance with GO 217.05 – Accessibility, and the provisions of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) for the year ended December 31, 2024.
- The Service is in compliance with the World Wide Web Consortium Web Content Accessibility Guidelines 2.0 (WCAG 2.0) compliance standards.

Financial Considerations

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

Analysis

In accordance with Board By-Laws 432-2024 and 431-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of Accessibility Standards and Accessibility Standards for Customer Service. The report shall include:

- a) A summary of the written procedures concerning Accessibility Standards for Customer Service; and
- b) Confirmation of Service compliance with the said procedures.

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

- a) *“...a summary of the written procedures concerning Accessibility Standards of Customer Service...”*

GO 217.05 – Accessibility, establishes the policy of the Service that members are responsive to the diverse needs of all residents by striving to provide equal access to services and facilities, including persons with disabilities. This policy applies to all members of the Service including volunteers, contractors, and agents.

For the year ending December 31, 2024, the Service was in compliance with GO 217.05 and the provisions of the AODA.

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

The Service is continuing to examine best practices and enhancements for improved communication for persons with disabilities.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Board By-Laws and to maintain compliance with the Adequate and Effective Policing requirements.

Relevant Policy Considerations

- Board By-Law 432-2024 - Accessibility Standards for Customer Service
- Board By-Law 431-2024 - Accessibility Standards
- GO 217.05 - Accessibility
- Accessibility for Ontarians with Disabilities Act, 2005
- World Wide Web Consortium Web Content Accessibility Guidelines 2.0 (WCAG 2.0)

Other Pertinent Reports

8.5 - 2024-02-22 – Annual Report - Accessibility Standards and Accessibility Standards for Customer Service - January 1 to December 31, 2023.

*This report was prepared by Laura Rullo, Director, Finance and Asset Management.
Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.*



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Child Abuse and Neglect
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-25

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 437-2024 – Child Abuse and Neglect.
- By-Law 437-2024 contains provisions requiring the Chief of Police to report specific information to ensure compliance with the legislative guidelines.
- This report is submitted to provide the Board with the necessary and required information pursuant to the operation of the Child Abuse Unit (CAU).

Financial Considerations

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

Analysis

In accordance with By-Law 437-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of investigations into child abuse and neglect. The report shall include:

- a) a summary of the written procedures concerning investigations into child abuse and neglect;
- b) confirmation that the procedures and protocol are being complied with; and
- c) a summary of the training given to members regarding investigations into child abuse and neglect.

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

The CAU is staffed by one detective sergeant and six detective constables who are responsible for investigating the following:

- Incidents of child abuse by a caregiver that have occurred in the Niagara Region;
- Incidents of child sexual abuse that have occurred in the Niagara Region;
- Cases of neglect where serious injuries have resulted, a life has been endangered or where there has been a failure to provide the necessities of life; and
- Attempted murder of a child by a person having charge, care, or authority over a child.

a) *"...a summary of the written procedures concerning investigations into child abuse and neglect..."*

General Order (GO) 084.08 – Child Abuse and Neglect was last revised in 2021 and is the primary GO related to this By-Law. The GO was authorized and has been fully implemented.

The Child Abuse Protocol (Protocol) is a procedural document that has been adopted by Family and Children Services (FACS), Ministry of the Attorney General for Niagara North and Niagara South, Victim/Witness Assistance Program (VWAP), and the Office of the Regional Coroner for Niagara. This Protocol serves as a strategy for the coordination of a multidisciplinary response to issues of child abuse and neglect and is included as an attachment to the Child Abuse and Neglect GO.

The Protocol has been updated to reflect changes to the Child, Youth, and Family Services Act (CYFSA). At the time of this report, a re-written version of the Protocol is being drafted as VWAP will be replaced by the Kristen French Child Advocacy Centre of Niagara (KFCACN) as the Victim Witness Program representative for young persons. At year end, the Protocol had not been finalized; the changes require further review by community partners and by the Service, prior to steps being taken to finalize the agreement. During 2024, child abuse and neglect investigations were still guided by the 2017 Protocol, and further by procedural amendments to the CYFSA, enacted in 2019 and 2020.

The Protocol contains guidelines that promote inter-agency cooperation and effective response.

b) *"...confirmation that the procedures and protocol are being complied with..."*

Investigations are conducted in accordance with GO 084.08, and the Protocol, and are compliant with procedures established in these documents. A positive working relationship exists between members of CAU and their counterparts at FACS. Issues with respect to the interpretation of the Protocol are resolved informally, usually to the mutual satisfaction of both agencies.

The KFCACN continues to support a multi-disciplinary team approach to investigations, and a child-friendly environment to conduct forensic interviews with child victims and witnesses. CAU investigators attend the Centre on an as-needed basis during joint investigations with the on-site team of FACS Niagara child protection workers. The Service provides partial funding on an annual basis toward the operating costs of the KFCACN.

The Child Abuse Review Team (CART), led by FACS, facilitates a coordinated multi-disciplinary review of child abuse and neglect issues, with representation from the Service, local school boards, medical staff, and mental health officials. The Detective Sergeant in charge of CAU is the Chair of CART.

In 2024, 273 incidents of child abuse or neglect were investigated by CAU. Investigators conducted 255 child interviews and laid 179 criminal charges in 61 incidents. Additionally, members of the unit reviewed and monitored referrals to and from FACS Niagara involving child welfare concerns in accordance with the Protocol. The CAU had grounds to lay criminal charges in at least 7 additional investigations in which extra judicial measures, community resources, or diversionary programs were utilized in lieu of criminal charges. The diversionary measures or extra judicial measures were primarily utilized in cases where the suspect was a young offender.

Year	Incidents Investigated	Child Interviews	Criminal Charges	Cleared by Charge
2022	291	270	151	57
2023	245	219	88	26
2024	273	255	179	61

In summary, the Service is in compliance with the written procedures outlined in the GO.

- c) *"...a summary of the training given to members regarding investigations into child abuse and neglect..."*

All members of the CAU are required by the Adequate and Effective Policing Regulations and the Community Safety and Policing Act, 2019, O. Reg. 87/24: Training, to obtain the following courses:

- Criminal Investigator Training;
- Ontario Major Case Management;
- Managing Investigations Using PowerCase;
- Sexual Assault Investigation;
- Investigating Offences Against Children;
- Investigative Interviewing Techniques; and
- Search Warrant Course.

New investigators assigned to the CAU are required to attend the above-noted training as soon as practicable; however, some courses are only offered once or twice a year and have prerequisite training. Accordingly, it can take more than a year for new investigators to become fully trained.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws and to maintain compliance with the Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 437-2024 – Child Abuse and Neglect
GO 084.08 – Child Abuse and Neglect
Community Safety and Policing Act, 2019, O. Reg. 87/24: Training

Other Pertinent Reports

8.8 – 2024.03.28 – Annual Report – Child Abuse and Neglect – January 1 to December 31, 2023

This report was prepared by Paul Koole, Detective Sergeant, Child Abuse Unit, in consultation with Martin Cook, Staff Sergeant, Special Victims Unit. Reviewed by Chris Lemaich, Inspector, Investigative Support and Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report - Child Pornography (Internet Child Exploitation)
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-21

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 438-2024 – Child Pornography (Internet Child Exploitation).
- The Chief is required to make a written annual report to the Board with respect to investigations of child pornography (Internet child exploitation).
- This report is submitted to the Board for review and consideration of information relating to the Service's response to child pornography (Internet child exploitation).

Financial Considerations

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

Analysis

In accordance with By-Law 438-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of the investigations of child pornography (Internet child exploitation). The report shall include:

- a) a summary of the written procedures concerning child pornography (Internet child exploitation) investigations, including charges since the date of the last report;
- b) the status of Service compliance with the said procedures; and
- c) a summary of the steps taken by the Service to monitor and evaluate response to child pornography occurrences.

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 child pornography (Internet child exploitation) investigations, including charges since the date of the last report..."*

General Order (GO) 169.08 - Internet Child Exploitation Investigations was updated in 2021 and is scheduled for re-evaluation. This GO addresses the requirements of Adequate and Effective Policing Regulation LE-036 and Board By-Law 438-2024, Child Pornography (Internet Child Exploitation).

The Internet Child Exploitation (ICE) Unit has established a local police response to crimes against children perpetrated via the Internet. In addition to a reactive response to public complaints, investigators proactively initiate investigations of identified targets, authoring search warrants that are judicially authorized and executed locally. This leads to the identification and arrest of offenders possessing, distributing, and making child pornography, and persons who utilize the Internet to lure children into sexual activity.

Since 2007, the ICE Unit has continued full-time membership in the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet. This initiative has led to a high level of interagency co-operation and successful joint investigations of Internet child exploitation throughout the province, nationally, and internationally. The Service's ICE Unit conducted joint investigations with the Federal Bureau of Investigation (FBI), Department of Homeland Security, Interpol, and local police agencies across Canada and throughout the United States.

The ICE Unit continues to respond to referrals provided by the Royal Canadian Mounted Police (RCMP) through the Operational Child Exploitation Analysis Network (OCEAN). Major corporations such as Microsoft, Google, and Meta (Facebook) monitor their networks for the presence of Child Sexual Abuse Material (CSAM) and report their findings from Canada to the RCMP. RCMP analysts examine these images/videos to determine if they contain CSAM and then distribute these referrals to the responsible agency for further investigation. OCEAN referrals have remained very high and are the primary contributor to the ICE Unit workload.

The ICE Unit is mandated to categorize all images and videos of child pornography following an investigation. Technology continues to provide increased storage capabilities at a very low cost. This has resulted in large seizures of electronic data that in one instance led to media collections of over 750,000 images and 50,000 videos of varying lengths. The ICE Unit uses specialized software designed to detect CSAM; however, each image and video must be viewed and confirmed by an investigator. This process continues to be labour intensive and is imperative in satisfying the Provincial Strategy mandate to assist in identifying victims.

In 2024, the ICE Unit received a total of 265 referrals from OCEAN and conducted 110 investigations of CSAM and Internet luring within the Niagara Region. The ICE Unit also received numerous Cybertips and Crime Stoppers tips, with most relating to incidents of

“sextortion”. In essence, “sextortion” is a form of extortion, which occurs when someone online threatens to distribute a person’s private and sensitive content if they fail to provide them money or personal images that are of a sexual nature. Such incidents tend to originate in overseas countries and involve international organized criminal networks, which causes many investigative and prosecutorial challenges.

The following is a summary of investigations conducted during the past three years:

Child Pornography and Internet Luring Investigations

Year	OCEAN Referrals	Referred + Proactive	Arrests	Criminal Charges
2022	246	70	16	61
2023	249	103	16	52
2024	265	110	32	116

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

With the assignment of child pornography and luring investigations to 4 specially trained officers, the Service has ensured and maintained a consistent high quality, specialized response to these types of incidents. The number of investigators was increased by 1 in the 2023 calendar year in response to the high workload experienced by the ICE Unit. Currently, the ICE Unit has 2 investigators trained to conduct proactive undercover luring investigations with 1 more investigator slated for this training in 2025. All investigations are supervised by the officer-in-charge of the Electronic Crimes (E-Crimes) Unit and evaluated to confirm compliance with the Adequate and Effective Policing Regulations and GOs with respect to child pornography and related criminal investigations.

c) *“...a summary of the steps taken by the Service to monitor and evaluate response to child pornography occurrences...”*

ICE investigators participate in a structured training regimen consisting of relevant topical Ontario Police College and Canadian Police College courses, as well as Provincial Strategy mandated training and international conferences, which has led to high-quality, consistent training, and best practices that are updated on an ongoing basis. In the current workload and training environment, it takes approximately two years to fully train an ICE investigator. Ongoing training is required to address the continuously changing and emerging technologies of the Internet, as well as the technical abilities of offenders.

While attending specialized training sessions, via Internet access and in the course of regular duties, investigators are in daily contact with ICE colleagues from other police services throughout Canada and internationally. This continued contact ensures that the Service’s response is consistent with, or exceeds, the current standards of practice elsewhere in Ontario and Canada.

The daily subject matter and nature of these investigations can be psychologically and emotionally demanding for even the most resilient of investigators. In addition to the regular competitive processes utilized in the selection of ICE investigators, psychological testing is conducted prior to the confirmation of an applicant, and annual follow-up examinations are conducted to ensure the psychological health and well-being of investigators, in accordance with established recommendations and standards.

The Service remains in compliance with By-Law 438-2024 Child Pornography (Internet Child Exploitation).

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 438-2024 Child Pornography (Internet Child Exploitation)
GO 169.08 – Internet Child Exploitation Investigations

Other Pertinent Reports

8.9 – 2024.03.28 - Annual Report – Child Pornography (Internet Child Exploitation) Investigations – January 1 to December 31, 2023.

This report was prepared by Rob Moore, Staff Sergeant, Forensic Services Unit and reviewed by Chris Lemaich, Inspector, Investigative Support Services and Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report - Equal Opportunity, Discrimination and Workplace Harassment Prevention - January 1 – December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-14

Recommendation(s)

That the Niagara Police Service Board (Board) receive this annual report respecting equal opportunity, discrimination and workplace harassment prevention.

Key Facts

- Regional Municipality of Niagara Police Service Board By-Law 411-2024 sets out the policy on equal opportunity, discrimination and workplace harassment prevention, and requires that the Service provide the Board with an annual statistical report.
- A summary of the written procedures relating to equal opportunity; discrimination, and workplace harassment prevention.
- Confirmation that Service members have received training on diversity and human rights.
- The number and nature of harassment complaints received in 2024 with disposition of such complaints.
- An analysis of grievance activity in 2024 that includes grievance status, outcomes and/or resolutions, and any observable trends, if they exist.

Financial Considerations

Not applicable.

Analysis

Written Procedures and Training:

In response to this By-Law, the Service has prepared General Order 104.13 – Respectful Workplace Policy and General Order 222.07 – Workplace Violence that addresses the administration of occurrences deemed to be discriminating, harassing, or violent in nature. Both General Orders define unacceptable behaviours, provide clear direction on reporting incidents, provide the duties and obligations of all members

regardless of rank, and have procedures for the initiation of investigations for both formal and informal complaints.

All Service members are expected to be conversant with general orders, and all orders are electronically accessible on desktop computers and in each patrol vehicle's mobile data terminal. Further, the Niagara Regional Police Service (NRPS) Training Unit, in cooperation with the Human Resources Unit, provides training on the Ontario Human Rights Code, and Workplace Harassment and Violence responsibilities and prevention. This training is provided for new Service hires, regular members, and during supervisor training courses.

Workplace Discrimination and Harassment Incidents:

In 2024, the NRPS received 9 complaints of harassment in the workplace.

Of these nine complaints, it was ultimately determined by the Respectful Workplace Review Committee that one was being dealt with as part of another investigation, one did not rise to the level of workplace harassment, two were referred to the Professional Standards Unit and investigated for Discreditable Conduct, two were investigated at the Inspector level resulting in corrective action, one was deferred with corrective measures at the District level, one referred to the District level for investigation and corrective action, and one is being referred for an external investigation.

Equal Opportunity Plan:

In keeping with the Service's strategic plan, the NRPS Recruiting Unit continues to seek recruitment from diverse communities in Niagara through information sessions in partnership with community services.

In 2024, the NRPS Recruiting Unit received a total of 523 applicants for the position of police constable with 77 being female (15%) and 446 being male (85%). About 26% appeared to be from equity deserving groups. It should be noted that the number of applicants that have been provided by the Recruiting Unit are based on observations or disclosures by the applicant. The Recruiting Unit has discontinued requesting gender identification from any applicant.

There were 50 new police constable recruits hired in 2024, including 6 females (12%) and 44 males (88%). Within the 50 new hires, there were 11 (22%) recruits from equity deserving groups.

As of December 31, 2024, the NRPS employed 820 sworn officers, with 148 being female which equated to 18% of our authorized strength.

Grievance Activity 2024:

In 2024, there were 4 formal grievances and 2 additional formal grievances, being held in abeyance, still pending from the previous year. One of these formal grievances was settled in 2024. In 2024, the Service received 3 new formal grievances and 2 new

informal grievances from the Niagara Regional Police Association, but they were all settled in the same year. At the end of 2024, 3 formal grievances and 2 additional formal grievances held in abeyance, remain from the previous year (2023). There were no formal or informal grievances received from the Senior Officer's Association.

Alternatives Reviewed

To not receive this report.

Relationship to Police Service/Board Strategic Priorities

In pursuit of equal opportunity, and discrimination and workplace harassment prevention, the Service continues to work towards organizational excellence that can only be achieved by creating a healthy and respectful work environment that supports fairness, opportunity, a sense of belonging, and promotes diversity. The Service continues to follow a comprehensive recruitment strategy that identifies quality candidates reflective of our community.

Relevant Policy Considerations

PSB By-Law 411-2024, Equal Opportunity, Discrimination and Workplace Harassment Prevention.

General Order 104.13 – Respectful Workplace Policy.

General Order 222.07 – Workplace Violence.

Other Pertinent Reports

Not applicable.

This report was prepared by Nilan Davé, Inspector, Chief's Office, in consultation with Steve Magistrale, Inspector, Professional Development, and Derek Watson, Sergeant, Recruiting Unit, and recommended by Chief of Police Bill Fordy.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Illegal Gaming
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-24

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 448-2024 – Illegal Gaming.
- The Chief is required to make an annual written report to the Board concerning illegal gaming.
- This report is submitted to provide the Board with the necessary and required information, pursuant to the By-Law, relating to illegal gaming investigations.

Financial Considerations

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

Analysis

In accordance with By-Law 448-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of investigations into illegal gaming. The report shall include:

- a) a summary of the written procedures concerning investigations into illegal gaming; and
- b) the status of Service compliance with the said procedures.

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

- a) *“...a summary of the written procedures concerning investigations into illegal gaming...”*

General Order (GO) 162.08, Illegal Gaming Investigations addresses the requirements of the Adequate and Effective Policing Regulation (LE-032) and Board By-Law 448-2024.

- Section 2.0 deals with definitions of gaming terminology and Ontario Gaming governing bodies;
- Section 3.1 deals with information sharing and details on how information will be shared and with whom;
- Sections 3.2 to 3.4 deals with primary investigation function, member's duties, and responsibilities;
- Sections 3.5 and 3.6 deal with licensing of certain lotteries by municipalities;
- Section 3.7 deals with provincial gaming licenses;
- Section 3.8 deals with licensing First Nations communities;
- Sections 3.13 to 3.16 deals with licensing for carnivals, agricultural fairs, and exhibitions; and
- Section 3.17 to 3.19 deals with Monte Carlo applications at the divisional level.

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

GO 162.08, Illegal Gaming Investigations, was established in order to comply with the Adequate and Effective Policing Regulations and the Board By-Law. The Order provides clear guidelines for officers who become involved in illegal gaming complaints. All illegal gaming investigations in Niagara will be addressed through the Special Investigative Services (SIS) Unit. If an investigation requires gambling and gaming expertise, the Ontario Lottery and Gaming Corporation will be consulted.

There were no illegal gaming investigations conducted by the Service in 2024. Although gaming investigations are directed to the SIS Unit, the Unit has not had a dedicated Illegal Gaming investigator since December 2009, when the Service terminated their secondment position with the Ontario Provincial Police.

These procedures and a biennial review of GO 162.08 – Illegal Gaming Investigations ensure the Service is compliant with Board By-Law 448-2024 – Illegal Gaming, as well as Adequate and Effective Policing Regulation LE-032 – Illegal Gaming.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws, and to maintain compliance with the Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 448-2024 – Illegal Gaming
GO 162.08 – Illegal Gaming Investigations
Adequate and Effective Police Regulation, LE-032 – Illegal Gaming

Other Pertinent Reports

8.10 – 2024.03.28 – Annual Report – Illegal Gaming – January 1 to December 31, 2023

This report was prepared by David Santo, Acting Inspector, Major Crime and reviewed by Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Marine Unit – January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-26

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 483-2024 as it relates to the Marine Unit.
- The Chief is required to make a written annual report to the Board with respect to the Marine Unit.
- This report will set out the particulars with respect to the procedures required, and compliance with the procedures.
- This report will identify areas the Marine Unit has been utilized by other services, including the extent of such utilization.

Financial Considerations

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

Analysis

In accordance with By-Law 483-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect to the Marine Unit. The report shall include:

- a) a summary of the procedures for the Marine Unit;
- b) the status of Service compliance with the said procedures; and
- c) whether or not the Marine Unit has been utilized by other services and the extent of such utilization.

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

a) *“...a summary of the procedures for the Marine Unit...”*

Under Section 10 (6) of the Community Safety and Policing Act, 2019, the Service shall provide policing in respect of all navigable bodies and courses of water within the Region of Niagara. General Order (GO) 144.07 sets out the procedures and policies of the Marine Unit. The Marine Unit, unless otherwise provided by law, shall be responsible for effective waterways enforcement, general patrol, and emergency response throughout the waters within the Region of Niagara.

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

The Marine Unit is fully compliant with the policies and regulations as prescribed by the GO, Criminal Code of Canada, and the Canada Shipping Act, 2001. During 2024, the Marine Unit was staffed with 1 sergeant and 6 constables. A current list of Marine Unit personnel is maintained by the Inspector of Emergency/Tactical Services.

With one member accredited by Transport Canada as course provider (Small Domestic Vessel Basic Safety and Small Vessel Operator Proficiency), all members meet monthly emergency drills and annual skills evaluations.

During the winter months (November to April), the members of the Marine Unit provide support to frontline patrol services. In addition to this support, the members conduct mandatory training in Surface Ice Rescue, Sub Ice Diving, and Swift Water Rescue to address the search, rescue, and recovery of persons and vessels on the waterways within the jurisdiction of the municipality.

c) *“...whether or not the Marine Unit has been utilized by other services and the extent of such utilization...”*

Members of the Marine Unit provided support to Niagara Parks Police (NPP) and Niagara Falls Fire Department through the use of equipment and personnel for swift water rescues and recoveries in the Niagara Gorge.

Further, members of the Marine Unit provided training to the Fort Erie Fire Service, Canada Border Services Agency, NPP, and the Service's Auxiliary Unit. This training provided the agencies with Transport Canada certifications in Small Domestic Vessel Basic Safety and Small Vessel Operator Proficiency.

During the Canada Day weekend, members of the Marine Unit partnered with members of the Traffic Enforcement Unit to conduct water-based RIDE patrols. During this project, patrols were conducted on Lake Ontario, Lake Erie, and Niagara River with enforcement directed toward impaired-related offences on the water. As a result of the

targeted social media campaign and high visibility patrols, no alcohol-related offences were observed.

During 2024, 1 member of the Marine Unit was qualified to provide support to border security through the ShipRider Program. This program is a joint operation between the Federal governments of Canada and the United States of America (US). The program is coordinated through the Royal Canadian Mounted Police and the US Coast Guard. The member was utilized for 1 ShipRider patrol during the 2024 Season.

The Marine Unit provides support to the Joint Rescue Co-ordination Center (JRCC) and the Canadian Coast Guard (CCG) with search and rescue incidents on Lake Ontario, Lake Erie, Niagara River, and Welland River. During the 2024 season, the Marine Unit responded to 52 dispatched, JRCC and CCG requests, including the search for missing persons, as well as stranded, disabled, abandoned, and overdue vessels.

The members of the Marine Unit are also part of the Service’s Hostage Rescue Team and are referred to as the Tactical Support Group. In 2024, the members of the Marine Unit responded to 30 Emergency Task Unit operational requests that consisted primarily of ground searches, armed persons, and high-risk warrant support.

The following operational chart has been included to show the activities of the Marine Unit over the past three years. Water-related calls for service include search and rescue operations and missing persons investigations in proximity to water. Frontline calls for service include police response to incidents while Marine Unit officers are redeployed or conducting general patrol during the “off-season” supporting uniform patrol.

Marine Unit Activities	2024	2023	2022
Calls for Service – Water-related	52	76	105
Calls for Service – Frontline	430	570	352
Provincial Offence Notices – Water-related	57	259	185
Arrests	7	9	4
Community Public Safety Events	10	8	6
Search and Rescue Calls	23	28	47
Tactical Support Group Calls for Service	30	35	25
Explosives Disposal Calls	4	2	1

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 483-2024 – Marine Unit
GO 144.07 – Marine Unit

Other Pertinent Reports

8.11 – 2024.03.28 Annual Report – Marine Unit – January 1 to December 31, 2023.

This report was prepared by Jon Pilkington, Sergeant, Marine Unit, reviewed by Matt Whiteley, Staff Sergeant, Emergency/Tactical Services, Matt Hodges, Inspector, Emergency/Tactical Services, and Darrin Forbes, Superintendent, Emergency Services. Recommended by Todd Waselovich, Deputy Chief, Operational Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Municipal Freedom of Information and Protection of Privacy Act – January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-26

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to provide the Board with 2024 Freedom of Information (FOI) statistical information in compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Board By-Law 415-2024.
- The information is consistent with what has been reported to the Information Privacy Commissioner pursuant to Section 26 of MFIPPA.
- The report includes comparisons to the previous year's statistical information.

Financial Considerations

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

Analysis

The purpose of this legislation is to provide right of access to information under the control of institutions in accordance with the principle that information should be available to the public. It allows for necessary exemptions, but mandates that they should be limited and specific. It also protects the privacy of individuals with respect to personal information about themselves held by institutions, while providing individuals with a right of access to that information.

The FOI office, within the Records and Information Management (RIM) Unit, processes each access to information request and reports yearly statistics to the office of the Information Privacy Commissioner. A summary of these statistics is provided below.

Statistics Reported to the Information Privacy Commissioner	2024	2023
Number of FOI requests received	1427	1232
Number of personal information requests (i.e., involved party)	1336	1157
Number of general information requests (e.g., policies, statistics)	91	75
Number of Police Service Board requests	0	0
Number of appeals filed by the applicant	8	20
Number of appeals still open at end of reporting year	15	13
Number of appeals where the Service decision was upheld or not overturned by the Information & Privacy Commissioner of Ontario	10	16
Number of complaints and compliance investigations	1	1
Number of outstanding requests at end of reporting year	61	24
Extended compliance rate for the reporting year*	98.7%	99.0%

*The Extended Compliance Rate is the percentage of all requests completed within the reporting year that were completed either within the statutory 30-day completion time limit (where no notice(s) were issued) or within the time limit specified in Notices of Extension, Section 20(1) and Notices to Affected Persons, Section 21(1). Such notices are used in circumstances where, for example, there is a need to search through a large number of records or consult with 1 or more people outside the organization.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

General Order 006.09 – Municipal Freedom of Information and Protection of Privacy Act
Board By-Law 415-2024 - Municipal Freedom of Information and Protection of Privacy Act
Act
MFIPPA

Other Pertinent Reports

8.12-2024.03.28 - Annual Report – Municipal Freedom of Information and Protection of Privacy Act – January 1 to December 31, 2024

This report was prepared by Laurie Switzer, Manager/FOI Coordinator, Records and Information Management, in consultation with Andrea Vreken, Information Management Supervisor, Records and Information Management, and reviewed by Chris Sirie, Acting Superintendent, Operational Support and Projects. Recommended by Sandy Staniforth, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Niagara Regional Police Service Tuck Shop –
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-19

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to inform the Board on the net proceeds from the sale of the Niagara Regional Police Service (NRPS) Souvenir Display and Sales Program for the 2024 year.
- In 2008, the Board approved the founding of the NRPS Tuck Shop to raise funds to support local community initiatives.
- The net proceeds from the sale of souvenirs and mementos are transferred annually to the Board's Special Fund account where the funds are used in accordance with By-Law 403-2024 Administration, Limitations, and Guidelines of the Special Fund.

Financial Considerations

A transfer of \$714.50 has been made to the Board's Special Fund account. There are no financial considerations relating to the recommendations contained within this report.

Analysis

The sale of NRPS branded souvenirs and mementos allows the Service and community members to display their support for the Service, while raising funds to support local community initiatives. In 2008, the Board approved the founding of an NRPS Souvenir Display and Sales Program. The Tuck Shop is coordinated through the joint efforts of the Finance and Quartermaster Units.

Net proceeds from the sales of \$4,287.00 were \$714.50 in 2024. The funds have been transferred to the Board's Special Fund account for distribution. These funds are distributed at the discretion of the Board based on recommendations by the Chief and the Executive Leadership Team.

Alternatives Reviewed

Not Applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 403-2024 - Administration, Limitations, and Guidelines of the Special Fund

Other Pertinent Reports

8.13 - 2024.03.28 Annual Report – Niagara Regional Police Service Tuck Shop – January 1 to December 31, 2023

This report was prepared by Curtis Custers, Financial Analyst, Finance Unit in consultation with Anthony Gallo, Acting Manager, Finance Unit and reviewed by Laura Rullo, Director, Finance and Asset Management. Recommended by Sandy Staniforth, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Parental/Non-Parental Abductions and Attempts
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-19

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 454-2024 – Parental and Non-Parental Abductions and Attempts.
- The Chief of Police is required to make an annual written report to the Board concerning parental and non-parental abductions and attempts.
- This report is submitted to provide the Board with the required information relating to the Service's written procedures and response to parental and non-parental abductions and attempts.

Financial Considerations

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

Analysis

In accordance with By-Law 454-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect to parental and non-parental abductions and attempts. The report shall include:

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

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

- a) *“...a summary of the written procedures concerning investigations into parental and non-parental abductions and attempts...”*

General Order (GO) – 173.10 Parental and Non-Parental Abductions was prepared and approved to comply with the Adequate and Effective Policing Regulation, Law Enforcement LE-040 – Parental and Non-Parental Abductions and Attempts, and the OMCM Manual. GO 173.10 Parental and Non-Parental Abductions includes the Ontario Amber Alert Protocol.

In summary, it is the policy of the Service to investigate all instances of parental and non-parental abductions and attempts in accordance with GOs 095.10 Major Incidents and Routine Criminal Investigations, 076.13 Missing Persons, 084.08 Child Abuse and Neglect, including the Memorandum of Understanding with Family and Children Services Niagara and to manage these investigations in accordance with the OMCM Manual.

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

GO 173.10 Parental and Non-Parental Abductions has been structured to comply with the legislated requirements of the regulations and to address the procedures contained in the OMCM Manual. A revised version of the OMCM Manual was released on April 1, 2024, and a subsequent review of Service procedures has confirmed compliance with the latest version of the manual.

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

Violent Crime Analysts, under the direction of the Crime Analysis Manager and the Officer in Charge of the Special Victims Unit, monitor incidents to ensure that all incidents involving non-parental abductions and attempts are investigated and managed in accordance with Service policy and the OMCM Manual. In addition, all reports are reviewed by a staff sergeant or detective sergeant in the district where the offence occurred and assigned to a detective for investigation.

- d) *“...a summary of training given to members regarding parental and non-parental abductions and attempts ...”*

An extensive range of specialized training is required and provided to investigators engaged in the investigation of parental and non-parental abductions and attempts.

In 2024, 34 members received the OMCM Course. The OMCM course includes components relevant to the investigation of parental and non-parental abductions and attempts and the management of these cases.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 454-2024 - Parental and Non-Parental Abductions and Attempts
GO 076.13 - Missing Persons
GO 084.08 - Child Abuse and Neglect
GO 095.10 - Major Incidents & Routine Criminal Investigations
GO 173.10 - Parental and Non-Parental Abductions

Other Pertinent Reports

8.14 - 2024.03.28 – Annual Report – Parental and Non-Parental Abductions and Attempts – January 1 to December 31, 2023.

This report was prepared by Andrew Knevel, Staff Sergeant, Major Crime Unit and reviewed by Mike Tripp, Inspector, Major Crime, Rany Audeh, Manager of Strategic Planning and Innovation, and Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Police Uniforms January 1 to December 31, 2024
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-05

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 490-2024 respecting Police Uniforms.
- To provide a written report with a summary of the written procedures concerning police uniforms.
- To provide an update on the status of Service compliance with said procedures.

Financial Considerations

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

Analysis

In accordance with By-Law 490-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of police uniforms. The report shall include:

- a) A summary of the written procedures concerning police uniforms; and
- b) The status of Service compliance with the said procedures.

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

- a) *“...a summary of the written procedures concerning police uniforms...”*

According to By-Law 490-2024, the Service has developed procedures on the provision and use of a standardized uniform that is issued to the Service’s police officers, special constables, and auxiliary members. These uniform items are consistent with the requirements of the Community Safety and Policing Act.

The Quartermaster Purchasing Coordinator (QPC) is responsible for the stocking, issuing, and recording of all issued articles of uniform clothing and equipment to applicable members. The QPC is also responsible for ensuring that all returned unserviceable items and equipment are destroyed, and that serviceable items are cleaned and reissued.

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

For the year ending December 31, 2024, the Service was in compliance with the General Orders (GOs) outlined below.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

GO 012.11 – Auxiliary Police Service
GO 048.08 – Uniform and Equipment Supply
GO 049.22 – Dress Code
GO 068.07 – Body Armour
GO 206.07 – Equipment Committee
Board By-Law 490-2024 - Police Uniforms

Other Pertinent Reports

8.16 – 2024.02.22 Annual Report – Police Uniforms – January 1 to December 31, 2023

This report was prepared by Stephen Harman, Materials Manager, Fleet Services in consultation with Sean Harder, Quartermaster and Procurement Coordinator, Quartermaster Stores, and reviewed by Laura Rullo, Director, Finance and Asset Management. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Sudden Death and Found Human Remains
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-21

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 501-2024 – Sudden Death and Found Human Remains.
- The Chief is required to make an annual written report to the Board concerning sudden death and found human remains investigations.
- This report is submitted to provide the Board with the required information relating to the Service's written procedures and response to Sudden Death and Found Human Remains.

Financial Considerations

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

Analysis

In accordance with By-Law 501-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of sudden death and found human remains investigations. The report shall include:

- a) a summary of the written procedures concerning sudden death and found human remains investigations;
 - b) confirmation that Service procedures comply with Appendix A, the Ministry's designated Ontario Major Case Management Manual (OMCM) and O.Reg. 394/23: Major Case Management and Approved Software Requirements;
 - c) the status of Service compliance with the said procedures;
 - d) a summary of the memorandum of the Chief Coroner relating to sudden death;
- and

e) the status of Service compliance with the said memoranda.

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

a) *“...a summary of the written procedures concerning sudden death and found human remains investigations...”*

Two General Orders (GOs) were prepared and approved to address the legislative requirements of the regulation relating to sudden death and found human remains:

- GO 028.13 – Sudden Death and Homicide Investigations standardizes procedures for all sudden death investigations; and
- GO 024.05 – Unidentified Human Remains details the procedures to be followed when unidentified human remains, or suspected human remains are found. The purpose is to conduct such investigations as are necessary to identify as yet unidentified human remains and/or to determine the remains are non-human, with the objective of establishing the identity of the individual, determining the cause and manner of death, and notifying next of kin.

b) *“...confirmation that Service procedures comply with Appendix A, the Ministry’s designated Ontario Major Case Management Manual and O.Reg. 394/23: Major Case Management and Approved Software Requirements...”*

GO 028.13 Sudden Death and Homicide Investigations and GO 024.05 Unidentified Human Remains have been structured to comply with the legislated requirements of O.Reg. 394/23 and to address the procedures contained in the OMCM Manual. A revised version of the OMCM Manual was released on April 1, 2024, and a subsequent review of Service procedures has confirmed compliance with the latest version of the Manual.

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

The Service complies with these procedures by conducting scheduled reviews of the aforementioned GOs. Further compliance is realized through the training process and through procedures set in place to ensure an efficient and timely response to investigations involving sudden deaths and found human remains. The GOs and procedures were found to be in compliance with the requirements.

The Service has undergone a review of Adequate and Effective Policing Standards by the Ministry of the Solicitor General and was found to be in compliance with the standards.

d) *“...a summary of the memoranda of the Chief Coroner relating to sudden death...”*

Memorandum 12-11 that was submitted by the Office of the Chief Coroner titled "Investigation Questionnaire for Sudden Unexpected Deaths in Infants (Less Than One Year of Age)" form was revised on December 14, 2012, and issued to all the Coroners, Chiefs of Police, and the Commissioner of the Ontario Provincial Police. The form is to be utilized during investigations involving unexpected deaths in infants who are less than One year of age.

e) *"...the status of Service compliance with the said memoranda..."*

Memorandum 12-11 was disseminated to Service personnel to ensure compliance with the directions of the Chief Coroner, existing GOs, and investigative practices. Any additional requirements from the Chief Coroner's Office will be reported annually during the regularly scheduled By-Law compliance process. To date, there have been no additional memoranda issued. GO 028.13 - Sudden Death and Homicide Investigations is in compliance with the said memorandum.

The Missing Persons and Unidentified Human Remains Coordinator was a position created within the Service in 2021, as a centralized resource to ensure a consistent investigative response for all occurrences of persons reported missing in the Niagara Region. This includes both new and historic cases. The Coordinator is currently in the process of updating GO 024.05 to include the role and responsibilities of this position and the position of the Cold Case Investigator assigned to the Homicide Unit.

The Service remains in compliance with By-Law 501-2024, as it relates to Sudden Death and Found Human Remains.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Board By-Laws and to maintain compliance with the provisions of Adequate and Effective Policing requirements.

Relevant Policy Considerations

By-Law 501-2024 – Sudden Death and Found Human Remains
GO 024.05 – Unidentified Human Remains
GO 028.13 – Sudden Death and Homicide Investigations

Other Pertinent Reports

8.16 - 2024.03.28 – Annual Report – Sudden Death and Found Human Remains – January 1 to December 31, 2023.

This report was prepared by Andrew Knevel, Staff Sergeant, Major Crime Unit and reviewed by Mike Tripp, Inspector, Major Crime and Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Underwater Search and Recovery Units
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-27

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 505-2024, as it relates to the Underwater Search and Recovery Units (USRU).
- The Chief is required to make a written annual report to the Board with respect to the USRU.
- This report will set out the particulars with respect to the procedures required, compliance with the procedures, confirmation of the development and maintenance of the reference file on all diving hazards, and confirmation of training.
- This report will provide a summary of the circumstances in which the USRU has been deployed.

Financial Considerations

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

Analysis

In accordance with By-Law 505-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of the services of Underwater Search and Recovery. 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;
- c) confirmation of the development and maintenance of the reference file on all diving hazards;
- d) confirmation of training in accordance with section 5.3; and

- e) a summary of the circumstances in which the Underwater Search and Recovery services have been deployed.

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

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

The Service is required to provide 24/7 USRU services to support police operations within the jurisdiction of the Service and pursuant to a Memorandum of Understanding providing police diving services to the Waterloo Regional Police Service (WRPS).

Deployment and response is designed to ensure that a fully trained and equipped police diving service is available in a timely manner and in compliance with Policing Standards Manual (2000) ER-009 Underwater Search and Recovery Units. The written procedures for deployment are clearly set out in General Order (GO) 088.07 Underwater Search and Recovery Unit. These written procedures include the circumstances in which the USRU will be deployed, including the process for obtaining the services and reporting relationships.

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

The Service is in full compliance with this By-Law. The Service has a total of 8 officers who serve as police divers. The procedures for deployment, selection, and training are clearly set out in GO 088.07 and Policing Standards Manual (2000) ER-009. One diver is a qualified Police Explosives Technician. The Service's USRU has provided search and recovery services to the WRPS on a contract basis since 1998.

- c) *“...confirmation of the development and maintenance of the reference file on all diving hazards...”*

A reference file identifying diving hazards throughout the Niagara Region has been developed in cooperation with USRU partners, including the Niagara Region Public Works, St. Lawrence Seaway Management Corporation, and Ontario Power Generation (OPG). The file is maintained on an ongoing basis and is available to members of the USRU by accessing the USRU network drive on the Service's computer system or by paper copies located in USRU vehicles.

Members of USRU routinely take part in a tour of the canal and lock systems of the Welland Canal to identify any changes/updates to hazard files. The members also conducted tours of the power and water control structures operated by OPG to identify hazards and neutralization requirements.

- d) *“...confirmation of training in accordance with section 5.3...”*

The Service ensures that In-Service Training of police divers meets or exceeds competency requirements detailed in:

- i. GO 088.07 Underwater Search and Recovery Unit;
- ii. Policing Standards Manual (2000) ER-009 Underwater Search and Recovery Units;
- iii. Canadian Standards Association - a Competency Standard for Diving Operations CAN/CSA Z275.4; and
- iv. Occupational Health and Safety Act and Diving Regulation 629/94 (including Section 21 Police Health and Safety Committee).

Proof of competency of Service diving supervisors and divers is dependent upon successful completion of mandated training and evaluation by a recognized agency. Qualified members must present proof of competency upon the request of a Ministry of Labour Diving Inspector in Occupational SCUBA (self-contained underwater breathing apparatus) and Restricted Surface-Supplied Air categories while engaged in Service training or operational dives.

The members conducted 162 training dives in 2024 with 116 using SCUBA apparatus and 46 using surface supplied air apparatus, an average of 20.25 training dives per member.

- e) *“...a summary of the circumstances in which the Underwater Search and Recovery services have been deployed...”*

The USRU was operationally deployed 32 times in 2024.

The following is a summary of the circumstances in which the USRU was deployed from January 1, 2024, to December 31, 2024:

USRU Deployments	2024
Search for Missing Persons	1
Body Recoveries	20
Investigations Involving Vehicle/Vessel Investigations	4
Evidence and Property Recovery	1
Public Relations Events	3
Unfounded or Cancelled Calls for Service	3

The following is a three-year comparison of USRU deployments:

	2024	2023	2022
USRU Deployments	32	28	17

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 505-2024 – Underwater Search and Recovery Units
GO 088.07 – Underwater Search and Recovery Unit

Other Pertinent Reports

8.17 – 2024.03.28 Annual Report – Underwater Search and Recovery Unit – January 1 to December 31, 2023.

This report was prepared Jon Pilkington, Sergeant, Marine Unit, reviewed by Matt Whiteley, Staff Sergeant, Emergency/Tactical Services, Matt Hodges, Inspector, Emergency/Tactical Services and Darrin Forbes, Superintendent, Emergency Services. Recommended by Todd Waselovich, Deputy Chief, Operational Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Vehicle Theft
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-25

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 460-2024 – Vehicle Theft.
- By-Law 460-2024 contains provisions requiring the Chief of Police to report specific information to ensure compliance with the legislative guidelines.
- This report is submitted to the Board with the necessary and required information relating to the Service's response to incidents related to vehicle theft.

Financial Considerations

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

Analysis

In accordance with By-Law 460-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of investigations into vehicle theft occurrences. The report shall include:

- a) a summary of the written procedures concerning vehicle theft investigations; and
- b) the status of Service compliance with the said procedures.

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

- a) *“...a summary of the written procedures concerning vehicle theft investigations...”*

General Order (GO) 187.06 – Vehicle Theft specifically addresses the requirements of the Adequate and Effective Policing Regulation – LE-043 Vehicle Theft and Board By-Law 460-2024. This GO was updated in 2021 and is scheduled for re-evaluation.

GO 187.06 addresses the following topics:

- Sections 3.0 to 3.6 outlines the procedures to be followed when members are called upon to investigate all incidents of vehicle theft, attempted theft, and recovered stolen vehicles, including the need to share information on vehicle theft with other relevant law enforcement agencies, government agencies, and other organizations that have bona fide authority in the investigation of stolen vehicles.
- Section 3.7 directs an investigating officer to make all reasonable attempts to notify the registered owner of recovered stolen vehicles, except where ongoing criminal investigations may be compromised.

GO 095.10 Major Incidents and Routine Criminal Investigations mandates which units are responsible for investigations related to vehicle theft.

- Section 3.11(h) states that personnel of the District Detective Office shall be responsible for conducting theft investigations.

GO 057.04 Vehicle Towing, Seizure and Release addresses Service policy in relation to recovered stolen vehicles.

- Section 1.1 details that it is the policy of the Service not to unnecessarily tow or detain any vehicle, and to dispense with any vehicle lawfully detained in police custody as efficiently as possible, considering its need for evidential and investigative purposes.

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

Training for vehicle theft related incidents is provided by the Ontario Police College and the Canadian Police College. Specialized training is also offered by the International Association of Auto Theft Investigators. The following chart illustrates the statistics regarding vehicle theft in the Niagara Region for the past three years:

Statistics	2022	2023	2024
Actual Incidents	778	756	709
Total Cleared	88	77	71
Cleared by charge	75	62	59
Cleared otherwise	13	15	12
Total persons charged	123	69	90

*Source - Versadex Records Management System

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 460-2024 – Vehicle Theft
GO 057.04 – Vehicle Towing, Seizure and Release
GO 095.10 – Major Incidents and Routine Criminal Investigations
GO 187.06 – Vehicle Theft
Adequate and Effective Policing Regulation - LE-043 Vehicle Theft

Other Pertinent Reports

8.18 – 2024.03.28 – Annual Report – Vehicle Theft – January 1 to December 31, 2023

This report was prepared by David Santo, Acting Inspector, Major Crime and reviewed by Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Witness Protection and Security
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-02-24

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 462-2024 – Witness Protection and Security.
- The Chief is required to make an annual written report to the Board concerning witness protection and security.
- This report is submitted to provide the Board with the necessary and required information, pursuant to the By-Law, relating to the operation of the Witness Protection Program.

Financial Considerations

A monetary fund in the amount of \$1,500.00 is maintained by the Witness Protection Liaison Officer. These funds have been put in place to cover immediate expenses with respect to relocation costs upon the initiation of a witness protection application.

Analysis

In accordance with By-Law 462-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of witness protection and security and witness assistance. The report shall include:

- a) a summary of the written procedures concerning witness protection and security and witness assistance;
- b) the status of Service compliance with the said procedures; and
- c) on an anonymous basis, the cost of witness protection and assistance.

It is the policy of the Service to ensure that all victims and witnesses of crime are informed of, and given access to, all rights and privileges afforded to them by law, and that they are treated with respect, compassion, and courtesy, for their personal dignity and privacy. The Service is committed to the development, implementation, and support of appropriate victim/witness assistance programs and activities.

When dealing with witnesses, consideration is given to the impact their testimony will have on the prosecution, the impact on the administration of justice, and the potential for adverse consequences for the witness in their testimony, if any.

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

- a) *“...a summary of the written procedures concerning witness protection and security and witness assistance...”*

The written procedures were developed in order to comply with the Adequate and Effective Policing Regulations and the Board By-Law. They are as follows:

General Order (GO) 122.08 – Witness Protection and Security Program addresses the requirements of Adequate and Effective Policing Regulation LE-018 – Witness Protection and Board By-Law 462-2024.

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

Members of the Service obtain specialized training regarding Witness Protection through courses provided by Criminal Intelligence Service Ontario. Those courses are Human Source Development and Witness Assistance and Relocation. The Witness Protection Liaison Officer is a member of the Criminal Intelligence Unit within Special Investigative Services.

The Service has complied with the procedures, as set out in the GO.

- c) *“...on an anonymous basis, the cost of witness protection and assistance...”*

Costs incurred during the witness protection process will fluctuate on the merits of each case. There were no costs incurred in 2024 with respect to witness protection and security.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

Board By-Law 462-2024 – Witness Protection and Security
GO 115.07 – Assistance for Victims and Witnesses
GO 122.08 – Witness Protection and Security Program
Adequate and Effective Policing Regulation, LE-018 – Witness Protection

Other Pertinent Reports

8.19 – 2024.03.28 – Annual Report – Witness Protection – January 1 to December 31, 2023

This report was prepared by David Santo, Acting Inspector, Major Crime and reviewed by Dave Masotti, Superintendent, Investigative Services. Recommended by Mario Lagrotteria, Acting Deputy Chief, Community Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Execution of Contract – Operation Research in Health
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-06

Recommendation(s)

That the Niagara Police Service Board (Board) approve the attached proposal brief provided by Operation Research in Health (ORH) for \$168,500.00 plus HST to complete a Facility Master Plan.

Key Facts

- The Niagara Regional Police Service (Service) is preparing to update its facility plan to support the development of the 2026-2029 Strategic Plan, as well as prepare for anticipated growth.
- ORH was awarded the contract to develop a 10-year facility plan for Niagara Emergency Medical Services (NEMS) through a formal procurement process.
- A single source award to ORH to prepare a facilities plan for the Service was recommended because of ORH's ability to leverage proprietary data gathered during the NEMS facility plan.
- The scope of the work is available in Appendix 1 and will commence in April 2025 with a tentative completion date by the end of August 2025.
- The Service has operating funds available to engage third party agents for Service-wide initiatives such as a Facility Master Plan.

Financial Considerations

As per Board By-Law 412-2024, Financial Reporting, Control and Procurement of Goods and Services, contractual agreements awarded via a single source procurement process with a contract value greater than \$150,000.00 CAD, requires Board approval.

ORH was awarded the contract to develop a 10-year facility plan for NEMS through a formal procurement process. ORH's ability to leverage proprietary data gathered during the NEMS process and consideration for co-locating opportunities between the 2 services, was the underlying reason that a single source award to ORH to prepare a facilities plan for the Service was recommended.

Included in the 2025 Operating Budget are funds to cover consulting fees for Service-wide initiatives such as the development of this 8-year Facility Master Plan.

Analysis

The last Facility Master Plan development was conducted in 2010 following an Ontario Civilian Commission on Police Services (Commission) proceeding initiated by the Service in regards of a long-term accommodation plan. The Commission ruled in favour of the Service that the Region prepare a plan to construct a new Headquarters and replace 1 District - St. Catharines and 2 District - Niagara Falls stations. The final stage of the long-term plan, 1 District station was completed in 2021.

For 2025, the Service is preparing to update its facility plan to support the development of the 2026-2029 Strategic Plan, as well as prepare for anticipated growth. The Service plans to leverage on the recent development of the NEMS Facilities Master Plan to determine if there are opportunities to co-locate throughout the Region.

The Service will engage ORH to develop a Facility Master Plan to 2033 (date to align with NEMS Master Plan). ORH recently completed the NEMS Facilities Master Plan and will use their proprietary data gathered during this exercise towards the development of the Service's Facility Master Plan. The scope of work is detailed in Appendix 1 and it includes recommendations on optimizing facilities with NEMS where co-location opportunities exist.

The scope of work will cover the following points:

- Current facility state and future facility model for service delivery (i.e., Hub and Spoke);
- Ensure compliance to all Acts that govern the Service throughout the study;
- Review current response time targets;
- Review Service policies and procedures where applicable;
- Review current facilities: six districts, Fleet Services Unit, Training Unit, Emergency Services (nine facilities in total) for location and size versus response targets and call volumes;
- Review implications to staffing and existing authorized strengths;
- Review population predictions for all related areas;
- Consider overlap of police needs with NEMS needs to ensure responsibility for public funds and spending; and
- Consider cohort option for Emergency Services, Training Unit, and Fleet Services Unit, with consideration given to range requirements according to current requirements. The following locations: Headquarters, 1 District - St. Catharines, 2 District - Niagara Falls, and 3 District – Welland are not going to be relocated and should not form any part of the report or the recommendations.

The project will commence in April 2025 with an anticipated completion date of August 2025. In order to align with the NEMS project plan to procure land and commence architectural design, it was necessary for the Service to proceed with this consultative process at this time.

Once complete, ORH will provide the Board with a presentation on their findings and recommendations. The Facility Master Plan will be a guide for the Board and Service to plan for growth within the Region, identify optimal geographic locations that will support the communities, and maximize the utilization of resources, as well as support the development of the 10-year Capital Budget.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

The Board is responsible to ensure the Service is equipped with the adequate resources to fulfil its service mandate, including a proper facilities master plan.

Relevant Policy Considerations

Board By-Law 412-2024, a By-Law to Regulate Financial Reporting, Control, and Procurement of Goods and Services in the Niagara Regional Police Service.

Other Pertinent Reports

Not applicable.

This report was prepared by Stephen Harman, Manager Materials, Fleet Services; in consultation with and reviewed by Laura Rullo, Director, Finance and Asset Management. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Appendix 1 - Facility Master Plan to 2033 Proposal Brief



Niagara Regional Police Service **Facility Master Plan to 2033**

Proposal Brief

27 February 2025
NRPS/1

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ORH is the trading name of Operational Research in Health Limited, a company registered in England with company number 02676859.

ORH's quality management system is ISO 9001:2015 certified: recognition of ORH's dedication to maintaining high quality services for its clients.



ORH's environmental management policy is ISO 14001:2015 certified: verification of ORH's desire to deliver its services and products in a sustainable way and to reduce ORH's impact on the environment.



ORH's information security management system is ISO 27001:2017 certified: evidence of ORH's commitment to implementing international best practice with regard to data security.



Disclaimer

The information in this document is presented in good faith using the information available to ORH at the time of preparation. It is provided on the basis that the authors of the report are not liable to any person or organisation for any damage or loss which may occur in relation to taking, or not taking, action in respect of any information or advice within the document.

1 Introduction

- 1.1 This document has been prepared following a meeting held on 26 February 2025 between Stephen Harman, Materials Manager for Niagara Regional Police Service (NRPS) and Ali Motion and Jon Mobbs from ORH. This proposal brief formalizes the key outputs from the discussions, summarizing the support that ORH can offer NRPS in the development of a Facility Master Plan to 2033.

Objectives

- 1.2 The overarching objective of this work is to develop a Facility Master Plan for NRPS, encompassing the time period of 2026/27 through to 2033, and will include recommendations to achieve optimal and efficient policing facilities utilizing evidenced-based research and scientific methods.
- 1.3 A secondary objective of this work is to consider the NRPS requirements against the context of the existing master plan already presented to Niagara Region for EMS, to identify any opportunities for overlap and collaboration.

Scope

- 1.4 The detailed scope for this project has been captured in the invitation to quote document, shown in Appendix **A**.

Delivery

- 1.5 The key activities required in the delivery of this project include:
- Assessment of the current facility portfolio and risks
 - Understanding NRPS operations
 - Understanding future staffing needs
 - Geographical optimizations
 - Developing a series of prioritized recommendations and creating a high-level implementation road map

Project Governance

- 1.6 The key personnel for this work will be the project manager at ORH and the project lead at NRPS.

Information	ORH	NRPS
Contact Name	Ali Motion	Stephen Harman
Job Title	Principal Consultant	Materials Manager
Telephone Number	+44 0118 959 6623	(905) 688-4111 Ext 1025207
Email Address	ali.m@orhltd.com	Stephen.Harman@niagarapolice.ca

- 1.7 At the outset of the project, NRPS should designate a steering group for the project comprising the ORH and NRPS project leads, plus other key personnel from NRPS.
- 1.8 This steering group should be convened at key points in the project timeline, including at project initiation and the review of the risk profile for NWFRS, and at further regular intervals during the development of the Master Plan (dates TBC).
- 1.9 In addition, the ORH and NRPS project leads will have a catch-up video call every two weeks to ensure that the project is progressing as planned.

2 Proposed Project Team

- 2.1 ORH will put forward the following project team:
- Ali Motion – Project Manager
 - Jon Mobbs – Principal Consultant
 - Tom Gloess – Project Consultant
 - Sam Taylor – Project Consultant
- 2.2 Brief bios for our project delivery team, including relevant experience and capabilities, are provided in Appendix **B**.

3 Quotation

3.1 ORH charges a fixed price for its reviews based on the expected number of consultant days required to undertake the work. The total fixed price for this study is **\$168,500** plus HST. There will be no additional charges for any expenses incurred.

3.2 ORH proposes the following invoicing schedule:

- Project Initiation CAD \$8,425 plus HST
- Milestone 1: Analysis of Current Portfolio CAD \$33,700 plus HST
- Milestone 2: Model based on Current Estate CAD \$33,700 plus HST
- Milestone 3: Model based on Optimized Estate CAD \$33,700 plus HST
- Milestone 4: Draft Report CAD \$33,700 plus HST
- Milestone 5: Final Report CAD \$25,275 plus HST

3.3 All invoices are payable within 30 days of the invoice date.

3.4 ORH reserves the right to send interim invoices between project milestones if the project is delayed by the client.

3.5 The cost quoted here will remain valid for a period of three months from the date of this proposal.

Terms and Conditions

ORH's Terms and Conditions of Sale for Services can be read on our website:

3.6 <http://www.orhltd.com/terms-and-conditions>.

ORH's data Processing Notice can be read on our website:

3.7 <http://www.orhltd.com/orh-data-processing-notice>.

Provision of a Purchase Order number implies acceptance of these Terms and Conditions.

3.8

**Request for Quote To ORH
For
Niagara Regional Police ten (10) Year Facilities
Master Plan**

Issued: **March 1st 2025**

Submission Deadline: **March 30th 2025**

Invitation to Quote – ORH

1. Invitation

This Request for a quote is an invitation by the Niagara Regional Police (“NRPS”) to ORH to provide a quotation to the **Niagara Regional Police (NRPS) for a Ten (10) Year Facilities Master Plan**, as further described in the deliverables section of this request.

Niagara Regional Police (NRPS) is seeking a successful proponent to develop a master facility plan for the Niagara Region’s Police Services which would encompass a time period of 2026/7 – 2033. The master plan will include recommendations to achieve optimal and efficient Policing facilities utilizing evidence-based research, scientific methods, and industry proven leading practices. A secondary objective of the Master Plan will be to consider the existing master plan already presented to the Niagara Region for EMS when presented a final report, considerations should firstly be given to proposed sites for NRPS and Police sharing where recommendations overlap with EMS recommendations.

2. Work Plan and Project Schedule

The Work Plan and Project Schedule will be reviewed at the Project Kick off meeting and may be further adjusted as needed to meet the NRPS deliverables and schedule.

Niagara Regional Police tentative schedule:

Submit Work Plan *	April 2025
--------------------	------------

Project Milestone Schedule	Start Date
Project Kick-Off	April 2025
Document Review	May 2025
Stakeholder Meetings	May - June 2025
Draft report - Current facility portfolio and risks	July 2025
Draft report - Predictive model based on traditional model	August 2025
Draft Report - Predictive model based on hub, spoke and post model, lternative models and other Geographical Optimizations	August 2025

Draft Report - Recommendations	August 2025
Final Report	September 2025

If a delay is anticipated during the project, the proponent will provide a delay forecast as soon as delay can be reasonably inferred along with mitigation strategies and indicating additional resource allocation that will be made available to meet the project milestone dates. The Successful proponent must maintain and monitor a current project schedule through the project duration and ensure project objectives are met.

3. Project Management and General Project Requirements

1. proponent to hold six (6) meetings online (via Teams platform) for the duration of the project. Additional meetings may be required at the discretion of the Niagara Regional Police – Project Manager Materials Manager in order to meet the requirements of the deliverables.
2. The proponent shall designate one (1) member of their staff as Project Manager – Certified Project Manager) to act as liaison with the NRPS. The staff member so designated will have full authority to act on behalf of the proponent in all matters, and to commit the physical and financial resources of the proponent.
3. With the exception of the Project Kick-Off meeting, the proponent will chair all Project meetings. An Agenda must be provided prior to the meeting to ensure efficient use of staff and proponent Team resources. Minutes are to be circulated within seventy-two (72) hours of the meeting.
4. It is the responsibility of the proponent to review and validate all documents provided by the NRPS at the beginning of the Project.
5. The proponent shall co-ordinate the services of all sub-consultants engaged or retained by the proponent and be responsible for quality control.

4. Scope of Work and Deliverables

the proponent shall review the following information to ensure all past reports, legislative requirements and specific needs for Niagara Regional Police are met when developing a master facilities plan:

1. Review future facility model for service delivery (i.e. Hub and Spoke);
2. Ensure compliance to all Acts that govern the Niagara Regional Police throughout the study;
3. Review past reports related to facilities; if applicable.
4. Review current Response Time Targets;
5. Review Niagara Regional Police Policies and Procedures where applicable.
6. Review current facilities, Districts (6), Fleet, Training Unit, Emergency Services (9 facilities in total) for location/size vs response targets and call volumes.
7. Review implications to staffing; and existing authorized strengths.

8. Review supply lines and inventory needs;
9. Review fuel consumption.
10. Review access to roads and main routes from all facility locations.
11. Ensure emergency/disaster plans considered.
12. Review population predictions for all related areas.
13. Consider any municipal, provincial or federal directives.
14. Consider ties to Region of Niagara.
15. Consider future long-term development;
16. Consider Building Condition Assessments of current buildings.
17. Consider overlap of Police needs with EMS needs to ensure responsibility for public funds and spending
18. Consider cohorts with EMS for optimized estate configuration
19. Consider cohort option for Emergency services, Training unit and Fleet with consideration given to range requirements according to current requirements.
20. Consider the following locations, NRPS Headquarters, 1 District St Catharines, 2 District Niagara Falls, 3 District Welland are not going to be relocated and should not form any part of the report or recommendations.
21. Prisoner Holding, or Custody location is not to be included in this study.

4.2 Deliverables

The NRPS has further broken down the Project to a series of milestone deliverables as indicated below. These Millstones are directly related to the payment terms. The proponent will submit each of the drafts indicated in the Milestone Schedule in Word and PDF format (not password protected):

1. Current facility portfolio and risks
2. Predictive model based on current estate
3. Predictive model based on optimized estate configuration
4. Recommendation
5. Draft of full report (including modifications requested by the Region for previous versions)

5 Milestones

Milestone 0	Project Inception	5% of Total Contract Price
Milestone 1	Draft Report – 1 Current Portfolio Analysis and Risks	20% of Total Contract Price
Milestone 2	Draft Report – 2 Predictive Model Based on Current Estate	20% of Total Contract Price
Milestone 3	Draft Report - 3 Predictive Model Based on Optimized Estate	20% of Total Contract Price
Milestone 4	Draft Report – 4 Recommendations	20% of Total Contract Price
Milestone 5	5 - Final Report	15% of Total Contract Price

Each draft will include a presentation to the NRPS Project Manager (PM) and steering committee.

Niagara Regional Police suggests that the presentation requirements focus on the deliverables of where the current “high risk” station should be located, followed by the ideal location of the lower risk stations for optimal response time, and finally, the “ideal scenario” where all sites could be replaced and set in their optimal location. Recommendations made to NRPS in order of priority to determine the road map to 2033. Niagara Region suggests presentation will be in Power Point (.ppt) format.

The Final Report will incorporate all NRPS comments and be provided in Word and PDF format. Word and PDF document must be developed in an accessible format as per AODA accessibility requirements. The Final Report to be provided to the NRPS within two (2) weeks of Region’s response to the full draft report.

The Final Report must meet all the requirements stated in this proposal and including any additional information deemed relevant based on the Successful proponent’s professional

expertise. Report to include an Executive Summary and at a minimum, the sections described below. Each of the sections below describes tasks with associated deliverables:

a. Current facility portfolio and risks:

- i. Review current risk base analysis
- ii. Assessment of owned vs leased facilities for best strategy moving forward
- iii. Best practice comparison to other Police Services in Ontario, these comparable must include 2 of the following services, York Police, Waterloo Police, Peel Police, Toronto Police, London Police, Durham Police – (This would be dependent on NRPS making introductions and the other services willingness to assist and is therefore not a mandatory requirement but a preferred option)
- iv. Categorize locations from most risk to least risks

b. Understanding future staffing needs

1. Produce demand projections to 2033 (based on available projected population changes) and use these and predictive simulation modelling based on current (traditional model) to identify:
 - i. Staffing requirements by location to meet anticipated workload taking into account response the complete workload of Patrol officers not just the time spent attending incidents
 - ii. Expected response time performance
 - iii. Additional staffing requirements to achieve enhanced response times / response time targets (if predicted response performance in part ii) is not sufficient)
 - iv. Calculation of minimum staffing levels by station
 - v. Feasibility of current building portfolio to meet identified staffing requirements: capacity, lease risk, age of facility and suitability of facility layout for service needs
 - vi. Impact on Officer Travel time

c. Geographical Optimizations

1. Determine optimum estate configuration across the region. Compare the results in part b) to optimum estate configuration of:
 - i. Staff requirements
 - ii. Expected response performance.
 - iii. Impact on division structure
 - iv. Opportunities to co-locate with locations identified in the Niagara EMS Masterplan

- v. Capacity requirements by location
 - vi. Minimum staffing levels by location
 - vii. Impact on Officer Travel Time
-
- a. Other geographical optimization considerations: Locations of 'store fronts' and public access to these locations
 - b. Hub alternatives for addressing capacity constraints
 - c. Options for co-locating other functions, including training, fleet, Emergency Services etc.

- 2. Develop phased implementation plan to 2033 prioritizing highest risk locations. Implementation plan to include:
 - i. Cost estimates for all new builds
 - ii. If required, short term lease locations and market cost
 - iii. Recommendation of lease vs own.

d. Recommendation:

- 1. Develop a series of prioritized recommendations (timing and order to build/move locations) based on recommended option
- 2. High Level Implementation Road Map, Investment (if any), ROI (if required)
- 3. Ownership structure based on least risk and best practice in industry noting existing comparable.
- 4. Benefits of identified optimum estate configuration and recommendations

Accompanying the draft and final reports will be a presented to the NRPS PM. PowerPoint presentation to summarize findings and include diagrams, recommendations and identified risks.

B. MATERIAL DISCLOSURES

1. Examination of Site

The Proponent are required to satisfy themselves as to existing conditions of the site and must take all site conditions into account in preparing their proposals.

2. Changes to Key Personnel (Project Team)

The Proponent shall notify the NRPS in regard to any key changes to the Project team involved in the NRPS Facility Master Plan

3.2 Niagara Region Driven Changes

If, during project delivery, the proponent's key personnel is not performing to the satisfaction of NRPS, NRPS reserves the right to request a change to key personnel due to lack of performance. The proponent shall suggest an alternative person with equal or greater experience and qualifications than the team member being replaced. NRPS will not entertain any rate and/or fee increase due to successful proponent staffing changes.



ALI MOTION

Principal Consultant



QUALIFICATIONS

BA (Hons, 2:1) Management Science,
University of Strathclyde, 2006

CAREER HISTORY

2023 – present Principal Consultant, ORH
2015 – 2022 Consultant, Process Evolution
2008 – 2015 Senior Consultant, British Airways
2006 – 2008 Consultant, British Airways

EXPERIENCE

Ali is the commercial lead for our Policing business as well as actively managing many of our projects. Ali joined Process Evolution in 2015 and has developed extensive experience in the delivery of consulting services in the Policing and Fire sector.

Ali's experience includes:

- Leading in Neighbourhood reviews in over 10 Police Forces
- Developing new software propositions including the Harm and Risk Tool
- Conducting several studies modelling resource requirements for Specialist Operations functions including Firearms, Dogs Section and Roads Policing Units.

SELECTED PROJECTS

Resource Assessment of the Joint Firearms Unit for Dyfed-Powys Police, Gwent Police, and South Wales Police

The Joint Firearms Unit (JFU) represents a strategic collaboration between three police forces: Dyfed-Powys, Gwent, and South Wales with the aim of enhancing resilience, interoperability, and cost-efficiency in providing firearms capabilities. ORH, operating under the Process Evolution brand, was commissioned to conduct an independent assessment of the Armed Response to evaluate whether the current allocation of Armed Response Vehicles (ARVs) adequately met the demands and risks faced by the JFU. Ali led the assessment and presented key recommendations on resourcing numbers, optimal locations, shift pattern realignment and strategic workforce planning. The adoption of these recommendations will strengthen the JFU's ability to manage demand, mitigate risks and ultimately enhance public safety.

Neighbourhood Policing Review, Derbyshire Police

ORH (under the Process Evolution brand) was commissioned to review Neighbourhood Policing across Derbyshire. The work baselined current activities, mapped harm and risk across neighbourhood areas and proposed changes to

resource allocation based on identified risks. The activity analysis provided insight as to how officers actually spend their time and contrasted this against neighbourhood priorities. This analysis was critical in understanding the misalignment between strategic goals and day-to-day operations. A bespoke risk map was developed, configured to account for various risk families, metrics, and weightings. This map blended professional judgement with data-driven evidence, ensuring a robust and accurate depiction of risk across neighbourhood areas.

To demonstrate the potential impact of budget cuts, Priority Based Budgeting was employed. This approach provided clear, evidence-based insights into how reductions in funding would affect neighbourhood policing activities. These findings were instrumental in securing additional resources to maintain key neighbourhood policing functions. Overall, the project's outputs helped Derbyshire Police to realign resources with actual needs, ensuring more effective and efficient neighbourhood policing.

Detailed Design Analysis of the Public Protection Unit for Staffordshire Police

Staffordshire Police commissioned Process Evolution to conduct a detailed design analysis of its Public Protection Unit (PPU), comprising 12 departments. The objective was to determine the number of officers and staff required to meet both current and future demand. The analysis revealed significant shortfalls in staffing levels, leading to extended investigative delays, reduced quality of work, high officer utilization rates, and staff welfare challenges. Ali managed the programme, resulting in a series of recommendations summarized in four key areas: overall resourcing; structures and process improvements; enabling services; data quality and reporting. Staffordshire Police is currently implementing these recommendations to enhance resourcing, service levels, and staff welfare within the PPU. The anticipated outcomes include improved investigative timeliness, higher quality outputs, and better overall staff wellbeing.

Strategic Fire Cover and Risk Review, Cornwall Fire

Cornwall FRS commissioned ORH (as Process Evolution) to undertake a strategic risk review to map risk across the county, assess the service's capability to manage that risk and evaluate scenarios to improve the management of that risk.

Ali led on the project delivery which culminated in a series of recommendations that would improve response performance, reduce risk particularly for on-call station areas and would ensure the Service's Prevention and Protection teams were adequately resourced to fulfil their remit.



JON MOBBS

Principal Consultant



QUALIFICATIONS

Diploma in Statistics, Open University, 2009

BSc (Hons, 2:1) Mathematics, University of Warwick, 2006

CAREER HISTORY

2018 – present Principal Consultant, ORH

2015 – 2018 Senior Consultant, ORH

2008 – 2014 Consultant, ORH

2006 – 2007 Analyst, ORH

EXPERIENCE

Jon is an experienced emergency services planner, responsible for managing ORH projects for emergency services in the UK and around the world. Jon also plays a key role in the development of ORH's suite of modelling tools for emergency services.

On joining ORH, Jon initially focused on data analysis and simulation modelling of emergency services, before taking on a consulting and project managing role.

Jon's experience at ORH includes:

- Project management for clients around the world, including services in Australia, New Zealand, Canada and the Middle East
- Modelling and optimization of all elements of emergency services, from call taking and dispatch to the deployment of emergency vehicles, and across different service functions
- Provision of planning tools and modelling support, including training for emergency service staff in their use

SELECTED PROJECTS

Local Policing Review, Nottinghamshire Police

ORH (under the Process Evolution brand) carried out a major review of local policing for Nottinghamshire Police to understand the requirements in contact management as well as the local policing functions. Jon led the response stream of the work, managing data collection, holding practitioner workshops with response officers, analyzing data, and using simulation models to explore alternative scenarios for service delivery. Key outcomes of the work included a reallocation of response officers to police stations to equalise workload and officer utilization rates, and identifying the additional officer requirements if neighbourhood policing team contributions to response were to stop.

Demand Analysis of Metro Ambulance Service Delivery, British Columbia Emergency Health Services

ORH carried out a major review for BCEHS, forecasting demand over five years and modelling different options of service delivery in the Lower Mainland and Greater Victoria areas. Modelling identified the changes required in the resource mix to improve utilization and response standards to all categories of call. Jon oversaw the analysis for this review and undertook the model setup and scenario modelling, before reporting the results to BCEHS. This review was fundamental to BCEHS developing its 'Transforming Emergency Health Services Action Plan', which credits ORH for providing the information to enable BCEHS to make 'evidence-based, system-wide improvements'.

Demand and Capacity Review, Northern Ireland Ambulance Service

ORH carried out a demand and capacity review for NIAS on behalf of the Association of Ambulance Chief Executives (AACE). The aim was to identify the impacts if NIAS was to adopt a new operating regime based on the Ambulance Response Programme (ARP) introduced across English ambulance services. ORH subsequently determined resource requirements (both operationally and in control) to meet response standards. Jon managed all aspects of the review, which required extensive consultation with colleagues from NIAS and AACE. Jon also presented the final report to the NIAS board, where its recommendations were formally accepted.

Achieving Response Time Targets, Ambulance Victoria

After AV received a boost in funding from the Victorian Government, ORH was asked to develop an Operational Improvement Plan (OIP) to ensure that response targets would be met across the state of Victoria within three years. The aim of the OIP was to identify the best way of deploying the additional resources associated with this increase in funding in both Metro and Rural areas, along with any operational efficiencies (including redeployment of existing resources). Jon managed all aspects of the work, and carried out the simulation modelling for Rural Victoria. He also presented the results to different stakeholders and provided a summary of the work to the board on project completion.



SAM TAYLOR

Analytical Consultant



QUALIFICATIONS

MMath (Hons, 1st) Mathematics, University of Surrey, 2022

CAREER HISTORY

2025 – present Analytical Consultant, ORH
2022 – 2024 Analyst, ORH

EXPERIENCE

Since starting at ORH Sam has worked on a variety of projects, both overseas and in the UK.

Sam's experience at ORH includes:

- Cleaning and manipulation of large datasets
- Creating inputs for ORH's in-house modelling programs
- Designing and producing an interactive dashboard to send to clients

SELECTED PROJECTS

Fire Cover Review, Gloucestershire Fire and Rescue Service

Gloucestershire Fire and Rescue Service commissioned ORH to undertake a fire cover review. The objective of this review was to use a data-driven approach to analyse the current profile of risk and response and evaluate options for future change.

Sam was responsible for cleaning and analysing historical CAD data and producing analysis of the current fire cover based on this. Sam also created inputs for and ran ORH's in-house models to determine the best options for future fire cover and optimal sites for potential new stations.

National Utilisation Analysis, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

HMICFRS commissioned ORH to undertake a national utilisation analysis. The intention of this analysis was to show the utilisation of every front-line resource in England. This was achieved through the creation of an interactive dashboard for each individual fire and rescue service.

Sam cleaned the national IRS data to determine the demand profile and utilisation for each front-line resource in England. Using this Sam created a dashboard for each fire and rescue service, which allowed comparison between resources and financial years.



TOM GLOESS

Analytical Consultant



QUALIFICATIONS

MSci (Hons, 2:1), Chemistry, University of Nottingham, 2017

CAREER HISTORY

2017 – 2020 Analyst, ORH

2020 – present Analytical Consultant, ORH

EXPERIENCE

Since joining ORH in 2017, Tom has been involved in a range of projects for emergency services in the UK, Canada, Australia and Sweden. His involvement in projects spans a wide variety of tasks, from data collection and analysis to simulation and optimization modelling. He also is part of the team that models sports facility locations for Sport England and sportscotland.

Tom's experience at ORH includes:

- Analyzing emergency and patient transport services' workload data for UK and overseas clients.
- Optimizing station locations and shift patterns using ORH's bespoke software in order to improve emergency response times.
- Modelling sports facility provision, locally and nationally across the UK.
- Developing internal and external tools and processes and investigating new analysis workflows.

SELECTED PROJECTS

10-year Master Plan, Essex-Windsor Emergency Medical Services, Ontario

Following major changes in legislation and hospital infrastructure together with increasing EMS demand in the County of Essex and City of Windsor, EWEMS commissioned ORH to provide a 10-year master plan to aid the growth of the service. Tom was the lead analyst for this project, which involved analyzing current service demand, performance and workload. During the later stages of the project Tom modelled a range of optimization and simulation scenarios for EWEMS.

Updating the Patient Allocation Matrix Report, New South Wales Ambulance

NSWA commissioned ORH to redesign the Patient Allocation Matrix report, a tool that reports hospital capacity, patient flows and ambulance overrides and diverts across Sydney, Central Coast and Inner Hunter. Using modern software integration Tom was able to significantly reduce the complexity of the reporting process. The benefits of this were twofold: the simplified process allowed the user to run the report much more quickly, and its reduced reliance on manual data entry resulted in fewer user errors.

Implementation of Dynamic Cover Tool, Gothenburg Fire Service, Sweden

RSG commissioned ORH to provide the DCT in the region of Gothenburg to aid dispatching officers in making the best decision in response to an incident. Tom was the main data contact and analyst for the project, which involved breaking down exactly what the client required through a language barrier and delivering a high-quality software solution. RSG now use the DCT to help plan for everyday eventualities as well as major events in Gothenburg and the wider region, which encompasses a broad range of geography and rurality.

Base Review of Paramedic Services, Bruce County Paramedic Services, Ontario

BCPS commissioned ORH to provide a comprehensive 10-year master plan for the service, accounting for increases in ambulance call demand, response time targets and the facilities and resourcing requirements for future years. Tom was involved for the entirety of the project, collecting and analyzing the data, modelling future scenarios and presenting recommended phasing of efficiencies to the service.

Capacity Review, North West Ambulance NHS Trust, UK

Following on from a previous review that ORH completed, NWAS implemented some of the recommended deployment changes but wanted to understand how the underlying assumptions had changed since the initial review and the subsequent impact on national response standards. Tom analyzed historical incident data, compared options to previous outcomes and modelled options for change across the three operational areas in NWAS. The results of this were put forward to commissioners and used in funding calculations and union contract negotiations.



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Berkshire RG1 4AR, UK**



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: 2025 Budget Amendment - Homeland Security Investigations
Border Enforcement Security Task Force Position

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-07

Recommendation(s)

That the Niagara Police Service Board (Board) approve

1. Approve a 2025 Operating Budget amendment in the amount of **\$162,600.00**, funded by a transfer from the Police Contingency Reserve Fund, to temporarily fund this position for the period of March 1 to December 31, 2025.
2. Submit this report to Niagara Regional Council for approval of the budget amendment funded by the Police Contingency Reserve Fund.

Key Facts

- The purpose of this report is to seek the Board's approval for a budget amendment to the 2025 Operating Budget in the amount of \$162,600.00 required to fund the secondment Detective Sergeant position that will become part of the Homeland Security Investigations Border Enforcement Security (BEST) Task Force.
- For the 2025 budget year, the Service will fund this position temporarily with a draw from the Police Contingency Reserve Fund in the amount of \$162,600.00.
- The primary mission of BEST is to combat emerging and existing transnational criminal organizations by employing a full range of international law enforcement agencies in the effort to identify, investigate, disrupt, and dismantle these organizations at every level of operation.

Financial Considerations

There is no cost recovery for the participation of a Service Detective Sergeant in BEST. In the first year of a Detective Sergeant's participation in BEST, the Service would incur costs of approximately \$195,147.66 inclusive of salary, benefits, allowances, and other premiums. This total cost would increase incrementally per year with any gains realized for this rank as per the Collective Agreement.

For the 2025 budget year, the Service will temporarily fund this position with Police Contingency Reserve Funds. There are sufficient funds available in the Contingency

Reserve Fund to temporarily fund this position for the 2025 budget year. Contingency Reserve Funds are held to offset cost pressures resulting from unanticipated changes in operational requirements.

The recommended draw from this fund is \$162,600.00 to cover the position from March 1 to December 31, 2025.

A permanent funding source will need to be determined for 2026 should this position continue to be required. The Service has applied for funding from the Ministry of Solicitor General to augment national/ border security; included in this request is funding for a member of the Service to participate in BEST.

Analysis

At the Board meeting held on February 27, 2025, the Board approved the signing of a Memorandum of Understanding that will second a Detective Sergeant to participate in the BEST program that will support the mandates of national and United States (U.S.) law enforcement partners to increase border security and enhance efforts in preventing criminality.

The Service will fund a Detective Sergeant to work alongside Canadian and U.S. law enforcement partners in combatting criminality that is transnational in nature for the 2025 year with contingency fund reserves.

The primary mission of BEST is to combat emerging and existing transnational criminal organizations by employing a full range of international law enforcement agencies in the effort to identify, investigate, disrupt, and dismantle these organizations at every level of operation. The BEST investigative model is a comprehensive response to the growing threat to border security, public safety, and Canadian and U.S. security. BEST eliminates the barriers between law enforcement partners and closes the gap with international partners in multinational criminal investigations.

Alternatives Reviewed

Not applicable.

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 Regional Municipality of Niagara (Region) as outlined in the Municipal Act with the accountabilities of the Board under the Community Safety and Policing Act.

Relevant Policy Considerations

- Region's By-Law 2017-63 Budget Control for the Regional Municipality of Niagara
- Region's By-Law 2019-79 Budget Planning Requirements for the Regional Municipality of Niagara
- Board By-Law 412-2024 Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service

Other Pertinent Reports

C8.3 – 2025.02.06 Homeland Security Investigations Border Enforcement Security Task Force Memorandum of Understanding

This report was prepared by Laura Rullo, Director, Finance and Asset Management, in consultation with Dave Masotti, Superintendent, Investigative Services. Recommended by Sandy Staniforth, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Human Resources Structure – Advisory Role
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-03

Recommendation(s)

That the Niagara Police Service Board (Board) approve the repurposing of the vacant Benefits Specialist position to a new Human Resources (HR) advisory role to oversee Total Rewards, HR Systems, and the overall operation of the HR Business Unit.

Key Facts

- Pursuant to By-Law 445-2024 Section 4.5.2, the purpose of this report is to seek approval from the Board to repurpose a vacant position in the HR Unit to a new senior level HR advisory role.
- The need for an advisory role was identified and recommended by Deloitte Consulting in 2022, when they were engaged to review the HR function and design a future state operating model.
- The Service accepted the model recommended by Deloitte and since 2022, has been moving towards its implementation.

Financial Considerations

The financial and budget impact of this change has been provided by the Finance Unit. The annual budget impact of repurposing the Benefits Specialist (Niagara Region Police Association (NRPA) Band N07) to a senior level advisory role at an interim Senior Officers' Association Band (SOA) X05 is \$50,000.00 per year. Based on the ongoing vacancy of the repurposed position and time required to staff it, this change will result in a surplus of approximately \$20,000.00 for the 2025 budget year.

By-Law 412-2024, Section 9.2.4 states:

Redeployments which materially change the budgeted objectives or service levels with an impact of more than \$150,000.00 or require additional resources to authorized complement staffing levels or approved budget estimates shall require Board approval.

The proposed change is an in-unit repurposing, does not require additional resources to authorized staffing, nor does it have a budget impact of more than \$150,000.00. As such, it is within the scope of the Chief's financial authority pursuant to the Board By-Law.

Analysis

The Service has been advancing towards the Deloitte model for more than two years by rationalizing vacant positions, realigning responsibilities, and repurposing them where appropriate. Also, in keeping with the Deloitte recommendations, opportunities to increase capacity within the unit through the implementation of new systems and enhancing self-serve capabilities to create efficiencies in both the member experience and the workload for the unit have been ongoing.

A need was identified through the review to create this role to, among other executive level responsibilities, develop a long-term human resources strategy, and resource planning model, identify and execute continuous improvement opportunities, develop new and enhance existing programs and technology to support the corporate strategic plan, advance a corporate culture of inclusivity and respect, develop a governance framework, and provide labour and employee relations guidance to the Senior Leadership Team.

While the Director has successfully transitioned to the executive-level and has assumed the associated responsibilities, they also continue to operate in a first line support role directly responsible for the day to day operation of the HR Business Unit in the area of Total Rewards and Systems. The Total Rewards and HR Systems functional area is comprised of a Coordinator, a Job Classification Specialist, a Benefits Specialist, and a Clerk. The Director remains closely involved in the management and direct supervision of staff assigned in this area, as well as, directly involved in the management of the job evaluation, salary administration, human resources systems, benefit programs, and projects. All the responsibilities of the former manager role in this area have remained with the Director significantly impacting the intended role.

With the approval of this change, the structure of the HR Unit will fully achieve the future state model proposed by Deloitte and accepted by the Service. Each of the three functional areas will have a senior-level advisor or manager who will manage the day to day operations of their functional area, deliver specialized human resources services with a client facing orientation, and as a team, manage the operation of the unit. Of note, Deloitte's recommendation was to have three to four advisors; however, it is not anticipated that more than one advisory position will be required now or within the foreseeable future. The current vacancy and the realignment of responsibilities within the Total Rewards and HR Systems area has provided a just in time opportunity to introduce this much-needed role.

The concept of a client focused advisory function within the HR area is not new. Many organizations in the private and public sector including other police services and the

Region, have responded to the need for this important role to separate operational and transactional activities from strategic initiatives. Organizations that adopt an advisory model, typically position it at the management/senior management level. Guelph Police Service and Peel Regional Police have advisors that are Senior Officers reporting to a Director. At the Region, this advisory role, called an HR 'Consultant', also reports to the Director. In other organizations, the advisor reports to the Chief Human Resources Officer or, a manager when it is the most senior HR role. Affiliation with the SOA is required in order to be effective in providing guidance and support to managers and supervisors regarding employee and labour relations matters involving NRPA members, reviewing processes, policies, implementing new programs, and managing the Total Rewards and HR Systems area and staff.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

The ongoing review of the structure, the alignment and rationalization of roles both within the Service and individual units is essential to the modernization of Service delivery and consistent with Goal 3 of the Strategic Plan – Continuous Improvement and Organizational Continuity.

Relevant Policy Considerations

- NRPA and SOA Collective Bargaining Agreements
- NRPA and SOA Job Classification Systems

This report was prepared by Linda Blood, Director Human Resources, Human Resources. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

Bill Fordy, O.O.M. #9615
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Special Fund Requests
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-12

Recommendation(s)

That the Regional Municipality of Niagara Police Service Board (Board) authorizes special fund requests.

Key Facts

The purpose of this report is to seek the Board's approval for requests from the special fund for the following:

- Administrative Professionals Day \$5000.00
- Big Brothers and Big Sisters of Niagara For Kids' Sake Golf Tournament \$1300.00
- CALEO (Canadian American Law Enforcement Organization) 29th Annual Training Symposium \$400.00
- CMHA (Canadian Mental Health Association) Wellness For All Fundraiser \$2500.00
- FACS Niagara Fundraising Gala \$2500.00
- Human Trafficking Public Awareness Initiative \$5120.00
- Love Fore Niagara 3rd Annual Golf Tournament \$700.00
- OWLE (Ontario Women in Law Enforcement) Awards Gala \$2200.00
- Hope Gala, Pathstone Mental Health Foundation \$3000.00
- United Way Early Bird and Summer Classic Golf Tournaments \$2600.00

Details of each special fund request are attached in Appendix 1.

Financial Considerations

The Board has a discretionary pool of funds, which it uses for grants and donations. Disbursements from the fund are in accordance with guidelines provided in the Community Safety and Policing Act (CSPA), and also with Board By-law 403-2024, Special Fund Administration, Limitations and Guidelines. Section 258 (2) of the CSPA establishes that the Niagara Police Service 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, including charitable donations." These funds do not form part of the police operating budget and are separate from the Regional tax base.

Analysis

These special fund requests are submitted to the Board with a detailed report for each.

Alternatives Reviewed

To not support the requests.

Relationship to Police Service/Board Strategic Priorities

The special fund requests are aligned with the Niagara Regional Police Service 2022-2025 Strategic Plan and Niagara Regional Police Service Board By-Law 403-2024, Special Fund Administration, Limitations and Guidelines.

Relevant Policy Considerations

By-Law 403-2024, Special Fund Administration, Limitations and Guidelines.

Other Pertinent Reports

Not Applicable

This report was prepared by Inspector Nilan Davé, Office of the Chief, and reviewed by Bill Fordy, Chief of Police.



Submitted by:

Bill Fordy O.O.M. #9615
Chief of Police

Appendices

- Appendix 1 - Administrative Professionals Day 2025
- Appendix 2 - Big Brothers and Big Sisters of Niagara 2025 Golf Tournament
- Appendix 3 - CALEO 2025
- Appendix 4 - CMHA Niagara Wellness for all 2025
- Appendix 5 - FACS Foundation Gala 2025
- Appendix 6 - Human Trafficking Public Awareness Initiative
- Appendix 7 - Love Fore Niagara Golf Tournament 2025
- Appendix 8 - OWLE Awards Gala 2025
- Appendix 9 - Hope Gala, Pathstone Mental Health Foundation
- Appendix 10 - United Way Golf Tournaments 2025

Appendix 1

A. Event

2025 Administrative Professionals Day – Collaboration, Learning and Recognition.

B. Date of Event

2025-04-23

C. Hosting Agency and Benefactor of the Event (if any)

Niagara Regional Police Service- Administrative Professionals of the Niagara Regional Police Service, Niagara Region and Niagara Municipalities

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for a \$5000.00 donation to support a training, collaboration and mentoring day for administrative professionals from the Niagara Regional Police Service, Region of Niagara (RMON) and Niagara municipalities. The Administrative Professionals Day event will take place at the Leisureplex in Fort Erie. These professional staff work in partnership on many common issues, events and concerns in the community of Niagara. The day will also include training on artificial Intelligence, it's utility and increasing use, and on cyber security in protecting the integrity of organizations. Administrative professionals play a critical role in the success of organizations. These individuals are often the backbone of many businesses, managing a range of responsibilities such as coordinating schedules, organizing events, handling communications, and ensuring the smooth operation of daily activities. Without their efficiency and attention to detail, many businesses would struggle to maintain organization and productivity. This day serves as an opportunity to show appreciation for their dedication, hard work, and expertise in ensuring that everything runs seamlessly behind the scenes. In addition to acknowledging their essential duties, Administrative Professionals' Day also helps highlight the broad skill set required for these roles. Administrative professionals are often required to possess excellent organizational, communication, and problem-solving skills, all of which contribute to the overall success of the business. By honoring their contributions, the day reinforces the importance of investing in these employees and fostering a positive, supportive work environment. Recognizing their efforts not only boosts morale but also promotes a sense of belonging and value within the workplace. In turn, this encourages greater job satisfaction and enhances productivity, benefiting both the individual employees and organizations as a whole.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

There will be over 20 members of the Niagara Regional Police Service attending, including Chief's Executive Assistant Mandy Asher and Police Service Board Executive Assistant Dawn Cichocki.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 b) Board/Police Service Relations To assist members of the police service to participate in police-sponsored events, with the goal of enhancing the image of the Niagara Regional Police in other communities as well as home. And further 5.1 d) Special Board/Police Requirements - Intended to provide flexibility to the Board to fund one-time requirements associated with Board functions, such as the sponsorship of functions at police-related conferences, or special meeting requirements outside of normal budgetary provisions. This event will be hosted at the Leisureplex in Fort Erie and the Service is playing a lead role in the organization and execution of the event. This reflects the strong collaborative partnerships that the Service continues to build with the Regional Municipality of Niagara (RMON) and our municipalities with staff collaborating together for this mentoring, training, and collaborative event recognizing Administrative Professionals. The request also aligns with 2022-2025 Strategic Plan Goal 1: Public Safety, as the partnerships between the Service, Region Municipality of Niagara (RMON) and Niagara municipalities sees administrative professionals collaborating on community events, scheduling of senior staff, and coordination of appropriate host locations in addressing crime concerns in the region.

G. Detail account of funds requested and its intended uses:

Donation to support the logistical requirements of the event \$5000.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$5000.00) to be issued to Niagara Regional Police under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved **or Denied** _____

O. Chief's Comments: Supported.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

****Any unspent funds will be returned to the Special Funds Account.***

Appendix 2

A. Event

2025 Big Brothers and Big Sisters of Niagara For Kids' Sake Golf Tournament

B. Date of Event

2025-06-23

C. Hosting Agency and Benefactor of the Event (if any)

Big Brothers and Big Sisters of Niagara

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for a \$1300.00 donation to register a foursome of golfers for the 2025 Big Brothers and Big Sisters of Niagara For Kids' Sake Annual Golf Tournament. Monies raised from this golf tournament will go towards supporting programs and the on-going efforts of Big Brothers Big Sisters of Niagara. The event will be held on Monday, June 23, 2025, at the St. Catharines Golf and Country Club. These funds will contribute to a worthwhile community partner. BBBS of Niagara has been in our community for decades doing meaningful work in supporting our young population. The agency partners adults with children and provides resources and assistance to families. BBBS has a wide variety of programs including youth (ages 6-18 years) mentoring in a community setting and in an educational setting building, healthy, caring relationship that are supported by experienced mentoring coordinators and can last a lifetime. Common referral reasons include lack of school engagement or poor school attendance, lack of self-confidence/self-esteem, lack of social skills or friendships, experience with bullying others or being bullied and lack of respect for authority figures. There is also a Parent Mentoring Program (YPMP) which matches young parents, aged 25 and under, with a caring mentor for bi-weekly social engagement and mentoring. The program is founded on the premise that a happier, healthier young parent will lead to better educational, social, and emotional outcomes for not only themselves, but for their child as well. Big Brothers Big Sisters of Niagara continue to address waiting lists to match Niagara's children with mentors who can have a life-changing impact on the young people. The organization looks to community support in fundraising efforts, such as this golf tournament, to ensure their continued success.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Four representatives from the Niagara Regional Police Service will attend the tournament. The members are yet to be determined. In past fund-raising golf tournaments Board members, the Chief, Deputy Chiefs, Superintendents and Directors have been among those that have attended.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. This is related to the 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community, supporting an event that enhances our relationships with social service agencies. This enhances the image of the Service and its members showing support for the betterment of the Niagara Region and furthers our relationships with our community, especially the young, showing our support for an agency dedicated to their well being and nurturing.

G. Detail account of funds requested and its intended uses:

Big Brothers and Big Sisters of Niagara For Kids' Sake Golf Tournament \$1300.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$1300.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved **X** **or Denied** _____

O. Chief's Comments: Supported.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

****Any unspent funds will be returned to the Special Funds Account.***

Appendix 3

A. Event

CALEO 29th Annual Training Symposium

B. Date of Event

2025-04-15

C. Hosting Agency and Benefactor of the Event (if any)

CALEO - Canadian American Law Enforcement Organization

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for a \$400.00 Special Fund donation for financial support for the 29th Annual CALEO Training Symposium. This year the symposium will be held at the Double Tree Hotel located at 6039 Fallsview Blvd, Niagara Falls. The organization's purpose is to provide a venue that allows for the interpersonal networking of U.S. and Canadian Law Enforcement Officers and for the sharing of criminal intelligence information with a view to effectively combat organized crime and other significant criminal activity throughout respective jurisdictions. In 2023, the Board approved a Special Fund donation of \$300.00 for the 29th Annual CALEO Training Symposium. If the request is approved by the Board, it will demonstrate the commitment of the Niagara Regional Police Service to CALEO and assist with the delivery of training on issues that are relevant to United States and Canadian law enforcement agencies. CALEO was established in 1978, in Niagara Falls, Ontario. Its purpose is to provide a venue that allows for the interpersonal networking of U.S. and Canadian Law Enforcement Officers and for the sharing of criminal intelligence information with a view to effectively combat organized crime and other significant criminal activity throughout respective jurisdictions including the Region of Niagara. The CALEO symposium is co-sponsored by our partners; the Ontario Provincial Police, the Mid Atlantic Great Lakes Organized Crime Law Enforcement Network (MAGLOCLEN), United States Attorney's Office-WDNY, Criminal Intelligence Service of Ontario (CISO), United States Secret Service, United States Coast Guard, and several other international Police Services. It is attended by approximately 175 international police officers from almost 55 separate agencies.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

In past years, upwards of 20 police officers/crime analysts from the Niagara Regional Police Service have attended this symposium.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. And also related to 5.1 b) Board/Police Service Relations -To assist members of the police service to participate in police-sponsored events, with the goal of enhancing the image of the Niagara Regional Police in other communities as well as home. Supporting this non-profit, membership driven, cross-border law enforcement organization. The request also aligns with 2022-2025 Strategic Plan Goal 1: Public Safety, reducing crime as CALEO symposiums covers a vast number of topics, including best practices and case studies on criminal activity that includes violent crime.

G. Detail account of funds requested and its intended uses:

Donation to Support the symposium \$400.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$400.00) – cheque to be issued to "CALEO" with address TBD.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved X or Denied _____

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

**Any unspent funds will be returned to the Special Funds Account.*

Appendix 4

A. Event

Canadian Mental Health Association (CMHA) Wellness For All Fundraiser

B. Date of Event

2025-05-08

C. Hosting Agency and Benefactor of the Event (if any)

Canadian Mental Health Association (CMHA) Niagara Branch

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval in authorizing the payment of \$2500 to sponsor the CMHA Niagara Annual Wellness For All fundraising event. CMHA Niagara has a long-standing community partnership with the Niagara Regional Police Service. CMHA Niagara works closely with the Niagara Regional Police Service, promoting public education, awareness, and crisis intervention services via the Crisis Outreach & Support Team (COAST), Mobile Crisis Rapid Response Team (MCRRT), Safe Beds and Court Diversion and Support programs. The event will be hosted at The Ovation Ballroom in Thorold on May 8, 2025. The purchase of a sponsorship includes four tickets and Service recognition on marketing materials, program, website, annual report, and on-screen during the event. CMHA Niagara is experiencing a high demand on their services which address a crucial need for those facing addiction and mental health challenges in our community. Proceeds from this annual fundraising event ensures individuals in our community continue to receive free access to CMHA Niagara's urgent, preventative and crisis intervention mental health & addictions services. In 2024, CMHA Niagara served 8,772 individuals with an additional 8,035 client telephone interactions. This sponsorship will directly benefit the outstanding services that CMHA Niagara provides and promotes our continued partnership.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

The members attending is to be determined. Board members, senior staff and members who work in related areas attended these events.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. The request also aligns with 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community; enhancing relationships with social service partner agencies.

G. Detail account of funds requested and its intended uses:

Sponsorship \$2500.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$2500.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-11

N. Chief's Approved X or Denied

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

****Any unspent funds will be returned to the Special Funds Account.***

Appendix 5

A. Event

FACS Niagara Fundraising Gala – “The Hollywood Soirée

B. Date of Event

2025-04-24

C. Hosting Agency and Benefactor of the Event (if any)

FACS Niagara Foundation

D. Brief Description of the Event:

This Special Fund Request is to seek the Board’s approval in authorizing the payment of \$2500 for the purchase of a corporate table at the 26th Annual FACS Niagara Foundation Fundraising Gala. FACS Niagara has had a long-standing community partnership with the Niagara Regional Police Service and Superintendent Paul Kosciński is a member of the Board of Directors. The event will be hosted at John Michael’s Banquet Hall in Thorold on Friday, April 25 2025, and is themed as “The Hollywood Soirée”. The purchase of a Corporate Table Sponsorship includes a donation to send a child served by FACS Niagara to summer camp, as well as the NRPS logo displayed on the table, the gala program and screens located in the venue. These funds will contribute to a worthwhile charity supporting one of our community partners and ultimately aiding children in need of protection. In addition to supporting the event financially, it will allow the senior staff attending to represent the Niagara Regional Police Service and strengthen the relationship with FACS Niagara.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

The members attending is to be determined. Senior staff including the Chief, Deputy Chiefs, Directors and Superintendents have represented the Niagara Regional Police Service in the past at this annual event.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and

Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. The request also aligns with 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community; enhancing relationships with special victim agencies.

G. Detail account of funds requested and its intended uses:

Corporate Table for 10 \$2500.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$2500.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved **or Denied**

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

**Any unspent funds will be returned to the Special Funds Account.*

Appendix 6

A. Event

Human Trafficking Public Awareness Initiative

B. Date of Event

2025-04-01

C. Hosting Agency and Benefactor of the Event (if any)

None

D. Brief Description of the Event:

Working with the NRPS Human Trafficking Unit, adhesive decals (8"x10") have been created with information on indicators of Human Trafficking and support options available for victims and survivors. Community partners, inclusive of Pen Centre, have indicated participation in a campaign to display the stickers in washrooms to raise awareness.

E. Service Staff or Board Members Attending (*if applicable*) (*Name, Rank of Members*):

Corporate Communications Unit in collaboration with Human Trafficking Unit.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (*Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024*) and the Service's Strategic Plan (*i.e., Goal 2.2 Objective*):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 c) Public Education/Awareness To provide funding to projects that assist the Board in communicating to the general public information related to crime prevention, community policing or other public safety issues. This initiative is also related to the Service 2022-2025 Strategic Plan. Specifically, Goal 1: Public Safety and as it relates to Objective 3 Enhancing support and improve outcomes for victims of crime.

G. Detail account of funds requested and its intended uses:

2000 Vinyl decals 8"x10" \$5120

H. Funds will be disbursed by (Please provide the cheque payable to “Name of Agency” and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$5120.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief’s Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief’s Office: 2025-03-10

N. Chief’s Approved **or Denied** _____

O. Chief’s Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

****Any unspent funds will be returned to the Special Funds Account.***

Appendix 7

A. Event

Love Fore Niagara - 3rd Annual Golf Tournament

B. Date of Event

2025-05-31

C. Hosting Agency and Benefactor of the Event (if any)

Love Fore Niagara -Community Crew

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for a \$700.00 Special Fund donation to register a foursome of golfers for the 3rd Annual Love Fore Niagara Golf Tournament. Love Fore Niagara is a group of close friends who live in Niagara and had an idea to create an organization that will run an annual golf tournament in support of a different local charity/ organization community each year. This group is comprised of individuals who volunteer their time to make a difference in the community. Over the past two years the organization has raised Over \$26,000.00 for the Kristen French Child Advocacy Centre and Hotel Dieu Shaver Health and Rehabilitation Centre. The funds raised this year will go to Community Crew. Community Crew is a local, Canadian registered charity that exists to "provide hope to children, one lunch at a time." In their Lunch Program, Community Crew's largest initiative, they provide fresh, healthy boxed lunches at school to children who would otherwise go without. The 33 Catholic and DSBN schools they currently support are located in neighbourhoods experiencing the highest levels of poverty in the region, and they deliver over 4,000 lunches each week to these schools. The lunches feature a rotating menu comprised of all food groups, taking into account special dietary needs unique to each child enrolled, such as gluten-free, lactose-free, and Halal. The team of over 100 volunteers pack and deliver the lunches dispatching from their lunch pack sites located in Niagara-on-the-Lake and Fort Erie. No government funding is received for the programming, with financial support received through the generosity of individuals, businesses, and service organizations. Community Crew is the only Niagara charity that supplies a complete lunch to food insecure children at school, and proceeds raised from this golf tournament will go *directly* to purchasing the food to support the 1,400 children currently enrolled in the Lunch Program (identified by the school as being food insecure).

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Four representatives from the Niagara Regional Police Service will attend. The members are yet to be determined. In past fund-raising golf tournaments Board members, the Chief, Deputy Chiefs, Superintendents and Directors have been among those that have attended.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. This is related to the 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community, supporting an event that enhances our relationships with social service agencies. This enhances the image of the Service and its members showing support for the betterment of the Niagara Region.

G. Detail account of funds requested and its intended uses:

Donation to register a foursome \$700.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$700.00) – cheque to be issued to "Love for Niagara" c/o 67 Commerce Place, Unit 1, St. Catharines L2S 0B3.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved or Denied

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
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Total Amount

****Any unspent funds will be returned to the Special Funds Account.***

Appendix 8

A. Event

Ontario Women in Law Enforcement (OWLE) Awards Gala

B. Date of Event

2025-05-01

C. Hosting Agency and Benefactor of the Event (if any)

OWLE – Ontario Women in Law Enforcement

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for a \$1000.00 donation to help recognize the significant contribution of women in law enforcement across Ontario. The donation will obtain the status of Silver Sponsorship for the event. Additionally, it is also being requested that an amount of \$1200.00 be provided to purchase a table for this year's event which takes place on May 1, 2025. The Service, in partnership with Ontario in Law Enforcement (OWLE) were host agencies for the International Association of Women Police (IAWP) 59th conference that was held in Niagara Falls in 2022. This financial support from the Police Service Board serves as its commitment to the importance of police training and its recognition of the vital and important role of women in the profession and their outstanding contributions. The OWLE Annual Awards Gala recognizes the outstanding achievements of women in law enforcement across the province of Ontario. Included are long service awards for 25, 30, 35, 40 and 45 years of service. Additionally, several major awards are presented at this function. Included are awards for Leadership, Mentoring, Excellence in Performance, Community Service, Civilian Award of Achievement, Teamwork Award, Bravery, and Police Officer of the Year. We are proud to report that several of our members have received awards over the years and this year we also have a member nominated. This event is very well attended and typically has representation from every police service in Ontario.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

The members attending is to be determined. Award recipients and nominee and Senior staff including the Chief, Deputy Chiefs, Directors and Superintendents have represented the Niagara Regional Police Service in the past at this annual event.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially

representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. Attendance and participation at this event is in accordance with our Service 2022-2025 Strategic Plan. Specifically, Goal 4: Member Wellness and Resiliency Objective 3.0 Promoting a culture that embraces equity, diversity, and inclusion. It is paramount that we recognize and acknowledge the outstanding accomplishments of our female members.

G. Detail account of funds requested and its intended uses:

Silver Sponsorship Donation	\$1000.00
Table for 8	\$1200.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$2200.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved or Denied

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account.*

Appendix 9

A. Event

2025 Hope Gala

B. Date of Event

2025-06-14

C. Hosting Agency and Benefactor of the Event (if any)

Pathstone Mental Health Foundation

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval in authorizing the payment of \$3000.00 for the purchase of a corporate table at the Pathstone Foundation's 2025 Hope Gala on Saturday June 14, 2025, at the Fallsview Casino Resort's Grand Ballroom. The event features a special keynote speaker offering insights on mental health. This donation will support services provided by Pathstone Foundation including a range of dedicated services tailored to children, youth, and families in the Niagara region. Services are designed to address the unique needs of the youth and families in Niagara, ensuring a compassionate and accessible approach to mental health support. Donations also help reduce the wait list, support research, and strengthen a child's experience at Pathstone. These funds will contribute to a worthwhile charity supporting one of our community partners. Pathstone has been providing world class mental health care for children in Niagara for over 50 years with the goal to improve the quality of life for children, youth and families across Niagara who are dealing with mental health challenges. Niagara's children face issues that are always changing and there is always a need for new and expanded services. Pathstone Foundation is inspired by the mission of raising much needed funds to support various programs and services geared to improving the mental health of Niagara's children, yet they cannot do this good work without the support of the community.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

The members attending is to be determined. Senior staff including the Chief, Deputy Chiefs, Directors and Superintendents have represented the Niagara Regional Police Service in the past at this annual event.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community

Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. The request also aligns with 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community; enhancing relationships with social service partner agencies.

G. Detail account of funds requested and its intended uses:

Corporate Table for 10 \$3000.00

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$3000.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved or Denied

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account.*

Appendix 10

A. Event

2025 United Way Niagara Golf Tournaments

B. Date of Event

2025-05-27

C. Hosting Agency and Benefactor of the Event (if any)

United Way

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for a \$2600.00 donation to register a foursome of golfers for the Early Bird Classic and Summer Classic for the United Way Niagara Annual Golf Tournaments. Monies raised from these golf tournaments will go towards fundraising efforts for the United Way Niagara. The events will be held on Tuesday, May 27, 2025, at Cherry Hill Golf Club in Ridgeway and on Monday July 28, 2025, at Lookout Point Golf Club in Pelham. These funds will contribute to a strong partner organization with whom the Service enjoys a relationship forged over many years in supporting our community. The annual fundraiser golf tournaments result in funds that are invested to support the most vulnerable people, when and where they need it, by investing in life-changing programs that strengthen the social safety net and build capacity in Niagara. Investments focus on homelessness, food insecurity, isolation, mental health, and addiction. All funds raised from this event will support the United Way's 2024 campaign and will remain within the Region of Niagara. The Niagara Regional Police Service has been a long-time supporter of the United Way.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Four representatives from the Niagara Regional Police Service will attend each tournament. The members are yet to be determined. In past fund-raising golf tournaments Board members, the Chief, Deputy Chiefs, Superintendents and Directors have been among those that have attended.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially

representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. This is related to the 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community, supporting an event that enhances our relationships with social service agencies. This enhances the image of the Service and its members showing support for the betterment of the Niagara Region.

G. Detail account of funds requested and its intended uses:

Early Bird Classic	\$1300.00
Summer Classic	\$1300.00

H. Funds will be disbursed by (Please provide the cheque payable to “Name of Agency” and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$2600.00) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted By:

Inspector Nilan Davé, Chief's Executive Officer

J. Immediate Supervisors Approval: N/A

K. Program Manage Approval: N/A

L. Sponsored By (Member of Executive Leadership Team): Chief Bill Fordy

M. Date submitted to Chief's Office: 2025-03-07

N. Chief's Approved **or Denied**

O. Chief's Comments: Supported

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (please limit to 2-3 paragraphs):

B. Final Financial Report* (to be completed by Finance):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account.*