



# REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD PUBLIC AGENDA

Thursday, September 25, 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, July 24, 2025

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That the Minutes of the Public Board Meeting held Thursday, July 24, 2025 be adopted as circulated.

5. REPORTS FROM BOARD CHAIR

6. REPORTS FROM THE CHIEF OF POLICE

7. PRESENTATIONS

7.1 Helicopter Program - Ontario Provincial Police/Niagara Regional Police Service

Presentation from Chief Superintendent Dana Earley, Ontario Provincial Police, about the joint air support helicopter program that will be funded by the Provincial Government to support border patrol, security, and other law enforcement activities. *(The presentation slide deck will be provided at the meeting).*

That the presentation be received.

7.2 2026-2029 Strategic Plan - Niagara Regional Police Service

18

Service report dated August 29, 2025 providing the 2026-2029 Strategic Plan for the Niagara Regional Police Service, developed to meet the legislative requirements set out in the Section 39 of the Community Safety and Policing Act, 2019 (CSPA) and Police Service Board By-law 535-2025. *(A copy of the slide deck presentation is included with the report.)*

That the Board receive the presentation and approve the NRPS Strategic Plan 2026-2029 as presented.

## 8. CONSENT AGENDA

- 8.1 Inspectorate of Policing - Inspector General Memo No. 6 - 2024 Annual Report** 55
- Inspector General of Policing Memorandum dated July 15, 2025 from Ryan Teschner, Inspector General of Policing of Ontario, providing his 2024 Annual Report, "On the Road to Excellence: A year of Progress and Purpose", as mandated by the Community Safety and Policing Act (CSPA) to provide a comprehensive picture of the state of policing in Ontario.
- 8.2 RMON - Motion Respecting "Elect Respect" Campaign** 121
- Letter dated August 1, 2025 from Ann-Marie Norio, Regional Clerk, Niagara Region, advising of a motion passed by Regional Council at their meeting held July 24, 2025, regarding the Halton Elected Representatives (H.E.R.) group's "Elect Respect" Campaign.
- 8.3 City of Niagara Falls - Resolution Respecting "Elect Respect" Campaign** 123
- Joint letter dated August 26, 2025 from City Clerk William G. Matson and Mayor James Diodati, City of Niagara Falls, advising of a resolution passed by Council of the Corporation of the City of Niagara Falls at its meeting held August 26, 2025, regarding the Halton Elected Representatives (H.E.R.) group's "Elect Respect" Campaign.
- 8.4 Safer Public Spaces Approach to Community Safety and Open-Air Illicit Drug Use** 125
- Service report dated September 2, 2025 advising of the Service's renewed approach toward situations involving the open use of illicit drugs in Niagara communities, being undertaken in alignment with adequate and effective policing required under Section 10 of the *Community Safety and Policing Act* and O. Reg. 392/23 and to reflect and reinforce the key priorities outlined in the 2022-2025 NRPS Strategic Plan.
- 8.5 Quarterly Report - Financial Variance Overview - Period Ending June 30, 2025** 128
- Service report dated August 21, 2025 submitted in accordance with the quarterly reporting requirements set out in Board By-law 412-2024.
- 8.6 Quarterly Report - Special Fund Activity - April 1 to June 30, 2025** 136
- Service report dated August 26, 2025 submitted in accordance with the quarterly reporting requirements set out in Board By-law 403-2024.
- 8.7 Quarterly Report - Overtime Activities Incurred by the NRPS - April 1 to June 30, 2025** 140
- Service report dated August 20, 2025 providing the Board with a five-year uniform and civilian quarterly and year-to-date overtime trend analysis.

**8.8 Quarterly Report - Niagara Parks Police Service Special Constables - April 1 to June 30, 2025** 145

Letter dated July 22, 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 of the Niagara Parks Police Service.

**8.9 Annual Report - Adequate and Effective Policing - May 23 to December 31, 2024** 149

Service report dated August 11, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 508-2024.

**8.10 Annual Report - Crime Analysis - January 1 to December 31, 2024** 159

Service report dated September 5, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 439-2024.

**8.11 Annual Report - Niagara Parks Police Service - January 1 to December 31, 2024** 174

Niagara Parks Police Service 2024 Annual Report submitted in accordance with the annual reporting requirements set out in the Agreement between the Board and the Niagara Parks Commission.

**That the information be received.**

**9. NEW BUSINESS**

**9.1 Access to Closed-Circuit Television Cameras Agreement** 202

Service report dated August 27, 2025 requesting the Board approve entering into an agreement with the City of Welland to enable the NRPS Real Time Operations Centre (RTOC) limited remote access to live feed from Welland's Closed-Circuit Television ("CCTV") cameras that are currently situated throughout the City.

**That the Board approve the attached Access to Closed-Circuit Television Cameras Agreement between the Niagara Regional Police Service and the Corporation of the City of Welland.**

**9.2 Firing Range Use by Partner Services - Memorandum of Understanding** 209

Service report dated August 19, 2025 requesting the Board approve entering into a Memorandum of Understanding to formalize use of the NRPS firing range and tactical range at the Service's training facility by members of the Waterloo Regional Police Service.

**That the Board approve the attached Memorandum of Understanding between the Niagara Regional Police Service (NRPS) and the Waterloo Regional Police Service (WRPS) respecting the use of the NRPS Training Unit firing and tactical ranges by members of the WRPS.**

<b>9.3</b>	<b>Creation of Memorial and Sculpture - "Because of the Line of Duty"</b>	<b>216</b>
	Service report dated August 29, 2025 requesting the Board support the Service's options and recommendations to move forward on the initiative regarding the creation of a Memorial in recognition of members of the Service who have died "Because of the Line of Duty", which will include a memorial plaque, virtual touchscreen and an outdoor sculpture at the NRPS Headquarters facility.	
	<b>That the Board approve the recommendations outlined in the report on the creation of a memorial and sculpture for fallen Niagara Regional Police Service Members.</b>	
<b>9.4</b>	<b>Police Service Board – 2026 Proposed Meeting Schedule</b>	<b>219</b>
	Correspondence dated August 29, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing the 2026 proposed meeting schedule for the Board's regularly scheduled monthly Board and Committee meetings.	
	<b>That the Board approve the Niagara Police Service Board 2026 Schedule of Regular Board and Committee Meetings as presented.</b>	
<b>9.5</b>	<b>Police Service Board By-law - Policing Complaints Received from the Inspector General</b>	<b>222</b>
	Correspondence dated August 29, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a draft by-law regarding Policing Complaints Received by the Inspector General as required for compliance with the Community Safety and Policing Act, 2019 (CSPA), and its Regulations.	
	<b>That the Board adopt the draft by-law as appended to this report,</b>	
	<b>And further, that the Board Chair and Executive Director be authorized to make any supplementary administrative amendments to the by-law, that may be required following any additional clarification of the CSPA and its Regulations that may be received by the Ministry of the Solicitor General.</b>	
<b>9.6</b>	<b>Police Service Board By-law Revisions - Imposition of Charges for Police Services</b>	<b>227</b>
	Service report dated September 12, 2025 providing the Board's Imposition of Charges for Police Services By-law with a draft "Schedule A" that has been updated by the Service to include two new user fee record check charges as required for compliance with the <i>Child, Youth and Family Services Act, 2017</i> (CYFSA); the <i>Intercountry Adoption Act, 1998</i> (IAA) and O. Reg. 347/18 of the <i>Police Record Checks Reform Act, 2015</i> (PRCRA), and including a request regarding the annual inflationary index.	
	<b>That the Board approve the revised "Schedule A" of its Imposition of Charges for Police Services By-law as appended to the report;</b>	
	<b>And further, that an annual inflationary index be applied to maintain alignment with the cost of labour and supplies.</b>	



## 9.7 Special Fund Request - Youth Resources Niagara

235

Service report dated August 22, 2025 requesting the Board approve the Special Fund request listed below. *(The item was pre-approved by the Board via e-poll on August 23, 2025 and is before the Board for ratification).*

1. Youth Resources Niagara vs Niagara Regional Police Service Basketball Game and BBQ - \$1,000.

**That the Board authorize the Special Fund donation as outlined in the report and approve payment in the requested amount.**

## 9.8 Special Fund Requests - August 2025

241

Service report dated August 7, 2025 requesting the Board approve the Special Fund requests listed below. *(The item was pre-approved by the Board via e-poll on August 9, 2025 and is before the Board for ratification. The donation to Canada Beyond the Blue has since been rescinded as the Service was unable to attend the "Champions of Change Gala".)*

1. Crime Stoppers of Niagara Golf Tournament - \$1,200;
2. Beyond the Blue Gala - \$1,500;
3. Pow Wow and Lacrosse Tournament - \$3,000;
4. Welland Mayor's Charity Event - \$1,400; and
5. GNCC Niagara Economic Summit - \$1,424.

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

## 9.9 Special Fund Requests - September 2025

262

Service report dated September 18, 2025 requesting the Board approve the Special Fund requests listed below:

1. Big Brothers Big Sisters of Niagara Golf for Kids Sake - \$1,450; and
2. Heartland Forest Nature Experience Pumpkin Fest \$1,000.

**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

### 11.1 Police Service Board – Operating Budget for 2026

272

On July 24, 2025, the Board approved a proposed 2026 budget request for the operation of the Police Service Board in the total amount of \$1,040,501, which is a 1.79% increase over the 2025 approved budget to ensure the Board's continuation of its statutory police governance and oversight responsibilities.

That, in accordance with Board direction, the report be amended for public disclosure and reported back on the public agenda.

**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 supplied in confidence by the Ministry of the Solicitor General legal matters that are subject to solicitor-client privilege.

**13. ADJOURNMENT**



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

**Thursday, July 24, 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  
B. Steele, Board Member  
  
W. McKaig, Board Solicitor  
D. Cichocki, Executive Assistant

**NRPS MEMBERS:**

Chief B. Fordy  
Deputy Chief L. Greco, Support Services  
Deputy Chief M. Lagrotteria, Community Services  
Deputy Chief T. Waselovich, Operational 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. Masotti, Emergency Investigative Services  
Superintendent J. Nesbit, Operational Services  
Superintendent S. Parrent, Community Services  
Superintendent S. Staniforth, Operational Support  
A/Superintendent M. Hodges, Emergency Services  
A/Superintendent L. Hughes, Executive Services  
D/Sergeant N. Abbott, Executive Officer to D/C Operational Services  
R. Audeh, Corporate Strategy and Innovation Manager  
K. Matreitz, IT Security & Services Manager  
S. Sabourin, Corporate Communications Manager  
M. Asher, Executive Assistant to the Chief  
M. Kohut, Network Systems Administrator  
A. Alvear, Service Desk Analyst

**OTHERS:**

P. Basilio, OPP Officer  
M. Kohut, OPP Officer  
J. Vieira, Owner, Regional Towing  
C. York, Operator, Jo's Auto Collision & Towing

**1. CALL TO ORDER**

The Public Meeting of the Niagara Police Service Board commenced at 9:30 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**

Member McKendrick declared a conflict of interest regarding Item 8.26, Special Fund Acknowledgement - Canadian Mental Health Association, due to her affiliation with CMHA as the Executive Director of the CMHA Niagara. Member McKendrick completed the required Declaration of Interest form and took no part in the voting or discussion of this item.

## **4. ADOPTION OF MINUTES**

### **4.1 Minutes of the Public Board Meeting held Thursday, June 26, 2025**

Moved by: L. Ip

Seconded by: N. Kapisavanhu

**That the Minutes of the Public Board Meeting held Thursday, June 26, 2025 be adopted as circulated.**

**Carried**

## **5. REPORTS FROM BOARD CHAIR**

**PSB Training/Learning Day - NRPS Investigative Services** - On July 10, Board members and staff attended a training session to learn more about the operations of the Service's investigative services. Police staff provided presentations that addressed the various policing obligations, mandated legislative requirements and the roles and responsibilities carried out by members assigned to units such as Homicide, Forensics, Opioid Enforcement, Major Drugs and Gangs, Domestic Violence, Child Abuse, Sexual Assault, and Human Trafficking.

**NRPS Recruit Swearing In Ceremony** - On July 29, the Service will be holding a Recruit Swearing In Ceremony to welcome 15 new recruit members of the Niagara Regional Police Service, and 2 currently serving police officers. The ceremony will begin at 5:00 pm and take place in the Community Room at Police Headquarters. Chair Chiochio and Members Lawson and Steele will be attending the event.

**CAPG Annual Conference** - The Canadian Association of Police Governance is hosting its 2025 Annual Conference from August 14 to 16 in Victoria, British Columbia. This event remains the largest gathering of police boards in Canada and serves as the principal vehicle for dialogue between the many different stakeholders in police governance. This year's theme is "Navigating Challenging Times" and delegates will have opportunity to engage in panel discussions, workshops, and roundtables with a focus on new ideas and problem-solving around key issues facing policing today. Members Lawson, McKendrick and Executive Director Reid will be attending the event.

**IAWP Annual Training Conference** - The International Association of Women Police is hosting its 2025 Annual Training Conference from September 8 – 12 in Glasgow, Scotland. Conference delegates representing members from more than 70 countries and 30 affiliate organizations will come together for state-of-the-art training in modern policing issues and policing challenges. Vice Chair Kapisavanhu and Executive Director Reid will be attending the conference.

**Upcoming Police Service Board Meetings** - There are no Board or Committee meetings scheduled for the month of August. There are no Committee meetings scheduled for September. The next regular monthly Board meeting is scheduled for Thursday, September 25, 2025 at 9:30 am in the Community Room at Police Headquarters.

## **6. REPORTS FROM THE CHIEF OF POLICE**

### **Community Safety**

The Service has seen an increase in fatalities that have occurred on our roadways in Niagara, with an unprecedented 25 traffic related fatalities this year. Officers have been conducting comprehensive investigations into these tragedies, requiring resources and placing particularly high demands on the Traffic Reconstruction Unit, who continue their meticulous, excellent work. Officers continue to enforce traffic compliance through the working efforts of the Service's dedicated Traffic Enforcement Unit, drug recognition experts, breath technicians, and projects including RIDE, platoon seatbelt checks, etc.

**June 27, 2025** – Members of the Service attended the Kristen French Child Advocacy Centre with MPP Sam Oosterhoff, Parliamentary Assistant to the Premier, and MPP Monica Ciriello, Parliamentary Assistant to the Attorney General, for a special announcement regarding new provincial funding for the Child Victim Witness Program in Niagara. This funding will assist young victims of crime in providing a safe place to help and heal and to navigate the justice system.

**July 9, 2025** - Members of the Service attended a ceremony in Niagara on the Lake, coordinated by MADD Canada, to honour Ashley Marie Vaillancourt who was tragically killed by an impaired driver in 2022. Lead investigators Detectives Chris Lucy and Anna Landry were also in attendance, at the request of the family, for their diligence in securing a six-year custodial sentence for the accused and to send a strong message to raise awareness about the dangers of impaired driving and prevent future tragedies.

**July 10, 2025** - Members of the Service hosted a workshop, training and education session for the Board with members of the Service's Investigative Units to highlight the work performed by the members of these Units.

**July 10, 2025** - Members of the Service attended a Downtown St. Catharines Community Services and Well-Being Meeting to collaborate, discuss and further a path working together for community safety in the City's core.

**July 21, 2025** - The Community Inclusion Council received an informative presentation by Council Member Loubna Moric of the Centre de Sante Communautaire regarding the excellent work done by that organization providing support to our French speaking community; this includes supports in child and youth mental health, counselling and addiction and combating violence against women.

### **Community Engagement**

**On July 3, 2025** - The Service announced the launch of our Youth Academy designed to inspire, educate, and engage the next generation of community leaders as part of our on-going commitment to fostering positive relationships with young people across Niagara. The Academy will run for eight weeks beginning in September and is designed for students in Grades 7 and 8, offering a unique insight and engagement with Niagara police officers and staff through interactive demonstrations, presentations, and scenario-based activities. The Youth In Policing Initiative (YIPI) is also underway with seven high school students in the program. The students are part of our ongoing partnership with the Ministry of Children, Community and Social Services and part of a strategy to address the growing needs of youth in the community. It's an opportunity for these young people to gain an understanding of policing and forge positive relationships by participation and exposure to our work environment through educational and productive work assignments with the Service.

**July 4, 2025** - Members of the EDI and CORE Units attended the University of Niagara Falls New Student Service Fair to liaise and educate, including on Project 529 for bike theft prevention.

**July 11, 2025** - Members of the Service kicked off the 7<sup>th</sup> annual Summer Safety Campaign. The campaign is unique to Niagara and started locally in partnership with Niagara Wendy's owners. Wendy's have provided our officers with Frosty coupons which are given to our young community members to acknowledge safe summer behaviour, including wearing a helmet or life jacket. The initiative creates positive interaction opportunities with officers.

**July 15, 2025** - CORE and EDI Unit members attended Niagara College Student Appreciation Day providing education on policing and Project 529 (Bike Theft Prevention).

**July 17, 2025** - The EDI Unit presented at the University of Niagara Falls to International Students at their "Post-Arrival, Know your Rights and Responsibilities in Niagara" event.

**July 21, 2025** - EDI members were at the Niagara Falls Public Library and presented to families who are new to the Niagara Region on topics including how to recognize and report hate crimes, tenant rights and responsibilities, and the role of police in Canada.

**July 15 & 17, 2025** – Chief Fordy and Deputy Chief Lagrotteria met with and Mayor Siscoe (July 15) and MP Chris Bittle (July 17) in support of the Service's ongoing engagement with its partners to discuss, collaborate and strategize on issues facing the Niagara community.

**July 22, 2025** - Members of the Service attended Deerhurst Resort for the Premier's Gala as leaders from across Canada met with the Prime Minister to discuss the current state of affairs.

**July 24, 2025** - Fifteen new NRPS recruits are participating in a diversity tour and attending several different communities to learn about Niagara's diverse faiths and services.

#### **Member Wellness**

The Service continues to work closely with Indigenous persons that have been brought to Niagara Falls from Manitoba. The Service's Indigenous Liaison Officers, members of the CORE Unit and front-line officers continue to do a tremendous job offering support to Indigenous people in a way that is in keeping with their culture and that helps to mitigate police custody issues from arising.

## **7. PRESENTATIONS**

### **7.1 Police Tow Rotation List Delegation - Chris York**

Email dated July 13, 2025 from Chris York, Operator, Jo's Auto Collision & Towing, confirming his acceptance to appear as a delegation at the Board's July 24, 2025 public meeting to speak to the current operations of Niagara's police tow rotation list.

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

**That the presentation be received.**

**Carried**

### **7.2 Police Tow Rotation List Delegation - Joe Vieira**

Email dated July 14, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, confirming the request of Joe Vieira, Owner, Regional Towing, to appear as a delegation at the Board's July 24, 2025 public meeting to speak to the current operations of Niagara's police tow rotation list.

Moved by: B. Steele  
Seconded by: K. Gibson

**That the presentation be received.**

**Carried**

## **8. CONSENT AGENDA**

### **8.1 RMON - 2026 Budget Planning**

Letter dated June 27, 2025 from Ann-Marie Norio, Regional Clerk, Niagara Region, advising of a resolution passed by Regional Council at their meeting held May 22, 2025 regarding the 2026 budget process, and including a copy of Niagara Region report CSD 31-2025 specific to 2026 budget planning.

### **8.2 Police Service Board - Internal Compliance Audit – CSPA and Regulations**

Correspondence dated July 8, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, advising the Board of the completion of an internal compliance audit specific to the policy and reporting requirements set out under the Community Safety and Policing Act, 2019 (CSPA) and its regulations.

### **8.3 Impaired Driving and the Discontinuation of Name Publication**

Service report dated July 4, 2025 advising the Board that the Niagara Regional Police Service has discontinued the practice of regularly publishing the names of all individuals arrested for impaired driving-related offences.

### **8.4 Quarterly Report - Administration of the Public Complaints System for Conduct of Police Officers - April 1 to June 30, 2025**

Service report dated June 25, 2025 submitted in accordance with the quarterly reporting requirements set out in Board By-law 434-2024.

### **8.5 Quarterly Report - Brock University Campus Safety Services Special Constables - April 1 to June 30, 2025**

Report dated July 1, 2025 from Scott Johnstone, Vice President, Administration and Services, Brock University, providing a quarterly report about complaints, use of force, discipline and arrests associated with officers designated as Special Constables and employed with Brock University Campus Safety Services.

### **8.6 Quarterly Report - NRPS Authorized Strength as at July 1, 2025**

Service report dated July 2, 2025 providing a summary of the actual versus the authorized strength by rank/salary band of the uniform and civilian complement of the Niagara Regional Police Service.

### **8.7 Quarterly Report - Special Fund Activity - January 1 to March 31, 2025**

Service report dated June 25, 2025 submitted in accordance with the quarterly reporting requirements set out in Board By-law 403-2024.

### **8.8 Semi-Annual Report - Internal Complaints Regarding Misconduct of Police Officers - January 1 to May 31, 2025**

Service report dated June 24, submitted in accordance with the semi-annual reporting requirements set out in Board By-law 514-2024.

### **8.9 Annual Report - Bail and Violent Crime - January 1 to December 31, 2024**

Service report dated June 25, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 436-2024.

### **8.10 Annual Report - Brock University Campus Safety Services - January 1 to December 31, 2024**

Report dated July 14, 2025 from Scott Johnstone, Vice President, Administration and Services, Brock University, submitted in accordance with the annual reporting requirements set out in the Memorandum of Understanding between the Board and Brock University.

**8.11 Annual Report - Citizen Rewards - January 1 to December 31, 2024**

Service report dated June 25, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 406-2024.

**8.12 Annual Report - Criminal Harassment - January 1 to December 31, 2024**

Service report dated June 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 440-2024.

**8.13 Annual Report - Criminal Investigation Management and Procedures - January 1 to December 31, 2024**

Service report dated June 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 442-2024.

**8.14 Annual Report - Electronic Monitoring of Employees - January 1 to December 31, 2024**

Service report dated June 23, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 410-2024.

**8.15 Annual Report - Investigations into Homicides - January 1 to December 31, 2024**

Service report dated June 20, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 481-2024.

**8.16 Annual Report - Officer Note Taking - January 1 to December 31, 2024**

Service report dated July 2, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 486-2024.

**8.17 Annual Report - Problem Oriented Policing, Community Patrol and Crime Prevention - January 1 to December 31, 2024**

Service report dated June 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-laws 493-2024, 472-2024 and 473-2024.

**8.18 Annual Report - Right to Disconnect from Work - January 1 to December 31, 2024**

Service report dated June 23, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 422-2024.

**8.19 Annual Report - Robbery Investigations - January 1 to December 31, 2024**

Service report dated June 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 496-2024.

**8.20 Annual Report - Skills Development and Learning Plan - January 1 to December 31, 2024**

Service report dated June 26, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 423-2024.

**8.21 Annual Report - Speed Detection Devices - January 1 to December 31, 2024**

Service report dated July 2, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 500-2024.

**8.22 Annual Report - Supervision - January 1 - December 31, 2024**

Service report dated July 1, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 502-2024.



**8.23 Annual Report - Traffic Management, Enforcement and Road Safety - January 1 to December 31, 2024**

Service report dated July 2, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 504-2024.

**8.24 Annual Report - Use of Auxiliaries and Volunteers - January 1 to December 31, 2024**

Service report dated July 1, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 426-2024.

**8.25 Annual Report - Violence and Harassment Prevention in the Workplace - January 1 to December 31, 2024**

Service report dated June 23, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 430-2024.

Moved by: K. Gibson

Seconded by: J. Lawson

**That the information be received.**

**Carried**

**8.26 Special Fund Acknowledgement - Canadian Mental Health Association**

Letter dated June 20, 2025 from Executive Director Tara McKendrick, Canadian Mental Health Association (CMHA), Niagara, acknowledging the Board's special fund donation in support of CMHA's Wellness for All event.

Moved by: K. Gibson

Seconded by: J. Lawson

**That the information be received.**

**Carried**

**9. NEW BUSINESS**

**9.1 Tow Truck Rotation List for the Niagara Region - Options and Recommendations**

Service report dated July 7, 2025 providing recommendations for the police tow truck rotation list, specifically that the NRPS take over management of the tow rotation list to alleviate tow industry concerns raised at the March 20, 2025 Regional Council meeting by maximizing the Service's ability to directly address and regulate the industry, utilize legislative authorities, ensure compliance with application criteria, and incorporate a model for overlap and oversight of any criminal activity in the tow truck industry.

Moved by: B. Steele

Seconded by: L. Ip

**That the item be deferred pending the forthcoming report from Regional Council.**

**Carried**

**9.2 NRPS Special Duty Billable Rate Schedule for the Years 2025 and 2026**

Service report dated June 27, 2025 advising of the required amendments to the Service's Special/Paid Duty Rates schedule, set out in Board By-law 425-2024, to accurately reflect the fee charges based on the recently ratified sixth ranked wage adjustment negotiated between the Niagara Region Police Association and the Board. *(The item was preapproved by the Board on June 28, 2025 and is before the Board for ratification.)*

Moved by: B. Steele  
Seconded by: L. Ip

**That the Board approve the revised Special Paid Duty Rates schedule on By-Law 425-2024 effective for July 1, 2025, and for January 1, 2026; and direct staff to ensure that all documentation is revised accordingly.**

**Carried**

### **9.3 Broadcom Enterprise Licensing Agreement Renewal**

Service report dated July 2, 2025 requesting the Board approve the renewal of the VMware Enterprise Licensing Agreement with OnX Enterprise Limited for continued Broadcom services support products that serve as a critical virtualization platform for the Service's core IT infrastructure, server consolidation, disaster recovery and private cloud operations.

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

**That the Board approve the attached quote for the 3-year termed renewal of the VMware Enterprise Licensing Agreement through OnX Enterprise Solutions Ltd. in the amount of \$1,016,428.05 (Canadian dollars) including HST (net of rebates).**

**Carried**

### **9.4 Special Fund Requests - July 2025**

Service report dated July 2, 2025 requesting the Board approve the following Special Fund requests:

1. Niagara Regional Fire Chiefs' Association Golf Tournament - \$900;
2. 4th Annual Cliff Priest Memorial Golf Tournament - \$1,650;
3. Penner Home Hardware Bravehearts Gala - \$3,500; and
4. Youth and Citizen Academy - \$5,000.

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

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

**Carried**

### **9.5 Police Service Board By-law - Amendments to Administration of the Police Service**

Correspondence dated June 25, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a proposed amended by-law regarding the Administration of the Police Service that ensures continued compliance with the Community Safety and Policing Act, 2019 (CSPA), and its Regulations.

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

**That the Board adopt the administrative amendments to By-law 522-2024 as appended to this report;**

**And further, that the Board Chair and Executive Director be authorized to make any supplementary administrative amendments to the by-law, that may be required following any additional clarification of the CSPA and its Regulations that may be received by the Ministry of the Solicitor General.**

**Carried**

**9.6 Police Service Board By-law - Amendments for Framework for Strategic Planning and Annual Reporting**

Correspondence dated June 24, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a draft by-law that consolidates the Board's Framework for Annual Reporting By-law with the Framework for Strategic Planning By-law while ensuring continued compliance with current legislative requirements.

Moved by: B. Steele

Seconded by: T. McKendrick

**That the Board rescind By-law No. 413-2024: The Framework for Strategic Planning, and By-law No. 445-2024: The Framework for Annual Reporting;**

**And further, that the Board adopt the amended By-law No. 535-2025: The Framework for Strategic Planning and Annual Reporting, as attached to this report.**

**Carried**

**9.7 Police Service Board By-law - Amendments for Use of Force**

Correspondence dated June 17, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a proposed amended by-law regarding Use of Force that ensures continued compliance with current legislative requirements.

Moved by: K. Gibson

Seconded by: L. Ip

**That the Board adopt the amended By-law 506-2024, as attached to this report.**

**Carried**

**9.8 Police Service Board By-law – Conduct of Investigations**

Correspondence dated June 24, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a draft by-law regarding Conduct of Investigations as required for compliance with the Community Safety and Policing Act, 2019 (CSPA), and its Regulations.

Moved by: T. McKendrick

Seconded by: J. Lawson

**That the Board adopt the draft by-law as appended to this report:**

**And further, that the Board Chair and Executive Director be authorized to make any supplementary administrative amendments to the by-law, that may be required following any additional clarification of the CSPA and its Regulations that may be received by the Ministry of the Solicitor General.**

**Carried**

**9.9 Police Service Board By-law - Disclosure of Personal Information**

Correspondence dated June 23, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a draft by-law regarding Disclosure of Personal Information as required for compliance with the Community Safety and Policing Act, 2019 (CSPA), and its Regulations.

Moved by: T. McKendrick  
Seconded by: B. Steele

**That the Board adopt the draft by-law as appended to this report:**

**And further, that the Board Chair and Executive Director be authorized to make any supplementary administrative amendments to the by-law, that may be required following any additional clarification of the CSPA and its Regulations that may be received by the Ministry of the Solicitor General.**

**Carried**

**9.10 Police Service Board By-law – Investigations by the Special Investigations Unit**

Correspondence dated June 27, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a draft by-law regarding Investigations by the Special Investigations Unit as required for compliance with the Community Safety and Policing Act, 2019 (CSPA), and its Regulations.

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

**That the Board adopt the draft by-law as appended to this report:**

**And further, that the Board Chair and Executive Director be authorized to make any supplementary administrative amendments to the by-law, that may be required following any additional clarification of the CSPA and its Regulations that may be received by the Ministry of the Solicitor General.**

**Carried**

**10. OTHER NEW BUSINESS**

There was no other new business raised or discussed.

**11. IN CAMERA REPORTS**

**11.1 Special Investigations Unit – Case Number 24-OFP-505 – Incident of November 25, 2024**

Service report detailing the findings and action taken pertaining to the investigation undertaken by the Special Investigations Unit (SIU) and the Niagara Regional Police Service for the incident referenced below:

1. Case Number 24-OFP-505 – Incident of November 25, 2024.

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

**That, in accordance with Board direction, the in camera report be made available to the public.**

**Carried**

**12. MOTION FOR CLOSED SESSION**

Moved by: B. Steele  
Seconded by: K. Gibson

**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 10:24 am.

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Pat Chiocchio, Chair

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Deb Reid, Executive Director



# NIAGARA REGIONAL POLICE SERVICE

## Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Strategic Plan 2026-2029  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-08-29

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### Recommendation(s)

**That the Niagara Regional Police Service Board (Board) receive and approve the Niagara Regional Police Service (NRPS) Strategic Plan 2026 - 2029.**

### Key Facts

- The Community Safety and Policing Act (CSPA), Section 39, requires the Board to prepare and adopt a strategic plan for the provision of policing at least once every four years.
- Methodological evaluations and proposal preparation occurred between July and December 2024. The Board approved the proposed methodology for the development of the Strategic Plan 2026 - 2029 at its meeting on April 24<sup>th</sup>, 2025.
- An extensive community and internal consultation process was conducted from May to June 2025, engaging a broad range of community partners.
- The community consultation for the strategic plan included an online survey and in-person workshops with community members, leaders from different organizations, and representatives of different sectors, inclusive of multiple and diverse perspectives across the Niagara Region.

### Financial Considerations

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

### Analysis

#### Regulatory Framework:

Under Ontario's CSPA, Boards are mandated by Section 39 to prepare and adopt a strategic plan for policing at least once every four years. This legislative requirement ensures that policing is adequate, effective, and responsive. The plan must outline the police service's objectives, priorities, and core functions, including performance measures related to crime prevention, community satisfaction, and emergency response. It must also consider key operational areas such as information technology and resource planning. The strategic plan is also required to be informed by meaningful

consultation with a broad range of interested parties, including First Nations band councils, municipal councils, diverse community representatives, and community organizations, while also aligning with existing community safety and well-being plans.

#### Methodology:

In fulfillment of this mandate, the Board developed the Strategic Plan 2026–2029. At its meeting on April 24th, 2025, the Board approved the proposed methodology for this process. The modernized approach shifts from traditional reactive models to more proactive, community-centric policing, emphasizing flexibility, integration, and the use of technology and evidence-based, data-driven practices.

The proposed approach integrates strategic, tactical, and operational planning (i.e., stratified policing principles) with a commitment to transparency and accountability. Three key principles oriented the methodological approach: integration, ensuring that present, future, community and Service priorities are connected so individual initiatives strengthen overall organizational goals; alignment, synchronizing projects, budget and resources, governance structures, and performance metrics, with operational realities while allowing adaptability to future changes; and value, focusing on initiatives that deliver measurable benefits for both the organization and the community through indicators such as safety outcomes, proactive crime prevention, and overall well-being.

#### Consultation Process:

From May to June 2025, the Board and the Service engaged with community members, leaders, and diverse community groups, following a systematic and extensive approach to explore and understand their public safety priorities, concerns, and opportunities for improvement for the Service.

More than 200 invitations were sent to persons and organizations in the Niagara Region, inclusive of elected officials, business owners, academia, community organizations, and public safety partners to participate at in-person consultations. In addition, official social media accounts were used to invite the community to participate in an online survey that allowed participants to openly share concerns, priorities, thoughts, and ideas, to inform the new strategic plan.

In total, seven in-person sessions were facilitated: two Indigenous learning circles and five world-café-style workshops. The objectives were to introduce the strategic planning process and gather insights, ideas, and feedback from diverse perspectives following a structured methodology for data collection.

Approximately, 170 persons participated in the workshops and learning circles (i.e., in-person sessions) where a systematic approach to collect data using a three round system was used. The methodology allowed participants to propose, discuss and define concrete and prioritized actionable items aligned with the needs and opportunities for the Service.

The consultation process was attended by members of the following organizations: Brock University, Community Addiction Services of Niagara, Community Care of St. Catharines and Thorold, The Islamic Society of Niagara Peninsula, Congregation B'Nai Israel, Contact Niagara for Children's and Developmental Services, Correctional Services, Family and Children Services Niagara, the Fort Erie Native Friendship Centre, Future Black Female, Members of Federal and Provincial Parliament, Municipal Councillors, District School Board of Niagara, the Niagara Catholic District School Board, Niagara Children's Safety Village, Niagara Falls Fire Department, Niagara Folk Arts Multicultural Centre, Niagara Parks Commission, Niagara Peninsula Aboriginal Area Management Board, Niagara Regional Council, Niagara Regional Native Centre, Niagara Transit, Niagara Detention Centre, the Ontario Ministry of the Attorney General, Quest Community Health Centre, and Regional Councillors.

#### Consultation Results:

Between May 9 and June 8, 2025, the Service conducted an online survey to inform the Strategic Plan 2026–2029. A total of 789 participants contributed, including 367 internal members who shared 245 ideas and 422 community participants, of which 374 individuals completed the survey entirely (i.e., 89% completion rate) and submitted 273 ideas.

#### Community Survey:

Demographics indicate that most respondents (58%) were aged 35–64, followed by 18% aged 15–34 and 22% aged 65+. Gender representation was 53% female, 40% male, and 7% undisclosed. The largest share of participants came from St. Catharines (38%), followed by Welland, Niagara Falls, and Niagara-on-the-Lake. Diversity representation included 14% persons with disabilities, 6% Indigenous or visible minorities, and 4% 2SLGBTQIA+ participants.

Public safety concerns were led by social issues and public order (67%), including homelessness, mental health, and support for vulnerable populations. Property crime (66%) and organized crime (60%) followed, alongside violent crime (46%), traffic safety (41%), with specific concerns over speeding and aggressive driving, hate crimes (40%), and financial crimes (39%).

When identifying future priorities, respondents highlighted public safety and crime prevention (76%), transparency and accountability (46%), road safety (36%), youth engagement (31%), and technology and innovation (22%). Participants also stressed the need for public education initiatives on safety, crime prevention, and mental health resources.

Confidence in NRPS varied: 17% were very confident, 47% somewhat confident, 14% neutral, 16% not very confident, and 6% not at all confident. Regarding value for money, 41% agreed or strongly agreed that NRPS provides good value, while 31% were neutral and 28% disagreed.



### Qualitative Analysis:

To analyze the qualitative feedback, all comments from surveys and consultation sessions were systematically reviewed using thematic analysis. Responses were grouped into key categories and sub-themes to identify recurring priorities and concerns. Saturation was reached when no new themes emerged, indicating that the full range of perspectives had been captured. To ensure reliability, findings were cross-checked by multiple reviewers and compared across data sources, including in-person sessions and survey responses, to confirm consistency in interpretations.

Participants shared a wide range of comments and ideas for improvement, but the most common themes focused on community engagement, police visibility, trust and accountability, response times, and public safety concerns. Together, these themes revealed a clear picture of what people expect from their police service and where they see opportunities for improvement.

Community engagement and collaboration were raised repeatedly. Many participants called for NRPS to work more closely with social agencies, especially on youth, mental health, and addictions. For example, several respondents suggested co-deploying officers with mental health professionals or expanding existing crisis response programs to provide earlier interventions and reduce the risk of escalation.

Police visibility was another high priority. Residents emphasized that a visible presence, through more foot patrols, bike patrols, and proactive presence in downtown cores and parks, would help deter crime, reassure the public, and support diverse populations. Traffic safety was also mentioned frequently, with calls for targeted patrols in high-collision areas and the use of speed-monitoring technologies to address aggressive driving and noise complaints.

Concerns about trust and accountability focused on both individual officer conduct and broader transparency. While many residents shared positive experiences, others raised concerns about opportunities for mutual understanding and the lack of follow-up communication after incidents. Participants emphasized that clear communication about police priorities, consistent professional standards, and transparent investigations into complaints would help enhance trust.

Response times were viewed as critical to public safety and public confidence. Quick intervention during emergencies was strongly valued, but delays in attending non-urgent calls, such as minor thefts or property damage, left some residents feeling that these issues were not taken seriously, discouraging them from reporting incidents in the future. Participants were cognizant of the challenges posed by limited police resources and called for an increase in the number of officers to support the community.

Overall, the consultations highlighted strong public support for proactive crime prevention initiatives, increased officer visibility, and deeper collaboration with health, youth, and social service partners. Residents were clear that improving safety in

Niagara requires effective collaboration, evidence-based enforcement and meaningful partnerships, backed by a commitment to professionalism, transparency, and community trust-building.

#### Internal Consultation:

On May 29, 2025, the Board and the Service hosted an in-person, world café-style consultation to engage members from across the organization in shaping the Strategic Plan 2026–2029. The session was designed to foster open dialogue and collective reflection on the Service’s strengths, challenges, and opportunities for improvement. Over the course of three discussion rounds, followed by insight-sharing and peer rating, participants identified key priorities for organizational advancement.

Findings from the session highlighted the critical need for succession planning and increased staffing levels across frontline, investigative, and emergency services. Participants emphasized that escalating crime rates and rapid population growth are intensifying operational pressures, reinforcing the urgency for proactive workforce and resource planning.

Complementing this in-person engagement, an internal electronic survey was conducted between May 9 and May 15, 2025, with 367 NRPS members (i.e., Sworn and Civilian) contributing 245 distinct ideas. Survey results underscored similar themes, calling for enhanced staffing capacity, targeted efforts to address member burnout and boost morale, and accelerated technological integration to improve operational efficiency.

While members expressed broad alignment with the current mission statement, particularly its emphasis on integrity and public safety, the consultations revealed a desire for clearer, more accessible language that better reflects the Service’s evolving priorities. Participants recommended that the mission highlight core policing responsibilities, such as crime prevention, community engagement, victim support, and rapid response, while also embedding a stronger commitment to accountability, transparency, and fairness. Feedback further emphasized the importance of articulating organizational values in action-oriented terms: serving with integrity, protecting with respect, engaging with the community, innovating for safety, and supporting our people. In addition, members highlighted the importance of transparency and fairness in internal processes, signaling the need for continued dialogue to strengthen trust across the Service and with the community.

#### Proposed Strategic Plan 2026–2029:

Following extensive consultation with both community and internal members, the Strategic Plan 2026–2029 has been developed to reflect the shared priorities and aspirations for the future of policing in Niagara.

## **Key Priorities**

The Strategic Plan 2026-2029 is built around four key priorities that will guide decision-making, resource allocation, and performance measurement over the next four years:

1. **Community Trust and Engagement:** Strengthen public confidence and foster meaningful partnerships with all communities across Niagara.
2. **Safe and Inclusive Communities:** Enhance safety and promote equity through prevention, collaboration, and support for vulnerable populations.
3. **Organizational Health and Accountability:** Build a healthy, diverse, and well-supported workforce with strong leadership, professionalism, and accountability.
4. **Modernization and Innovation:** Leverage technology and innovation to deliver policing that is smarter, faster, and more accessible.

To deliver on these priorities, the Strategic Plan sets out separate and distinct operational action plans across the organization, each integrating evidence-based practices and aligning with community expectations, operational requirements, and legislative mandates (e.g., CSPA, Board By-Laws, and General Orders).

The operational action plans are developed through a structured, multi-stage process beginning with the collection, processing, and thematic analysis of feedback from the community consultation phase. Community priorities and participant-identified actions were then aligned with organizational goals, existing initiatives, and legislative requirements to ensure relevance, compliance (e.g., CSPA, Board By-Laws, and General Orders), and value for the community and the Service.

Drawing on best practices in evidence-based policing and in consultation with subject matter experts, each operational action plan is designed with clear objectives, activities, governance structures, deliverables, key performance indicators, and objective key results, so that progress can be measured, tracked, and reported transparently. Plans also define resource requirements, risk considerations, and roles for both internal teams and external partners to ensure effective implementation and accountability.

Importantly, the strategic plan is fully aligned with the Niagara Region's Community Safety and Well-Being Plan, reinforcing a shared commitment to public safety, collaboration, and continuous improvement. In addition, to strengthen transparency and accountability, the Service will also develop a dashboard to track the implementation of the Strategic Plan 2026–2029. This dashboard will provide the Board and the public with clear, accessible, and timely updates on progress, outcomes, and key performance indicators, ensuring that strategic commitments are monitored and communicated in a consistent and transparent manner.

<b>Key Priorities</b>	<b>Goal</b>	<b>Action Plans</b>	<b>Measures of Success</b>
Community Trust and Engagement	Build public confidence and meaningful partnerships with all communities across Niagara.	<ul style="list-style-type: none"> <li>• Internal Communications Revitalization Strategy</li> <li>• Neighbourhood Presence Initiative</li> <li>• Public Trust and Transparency Communications Strategy</li> <li>• Reconciliation and Inclusion Police Framework</li> <li>• Youth Crime Prevention and Engagement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Improve perception of safety in public spaces across the region</li> <li>• Stronger public trust and confidence in police services</li> <li>• Broader community awareness through campaigns and outreach</li> <li>• A new 2026–2029 Equity, Diversity and Inclusion Plan in place</li> <li>• Enhance youth, newcomer, and Indigenous engagement activities</li> </ul>
Safe and Inclusive Communities	Create safer and more equitable communities through prevention and support.	<ul style="list-style-type: none"> <li>• Custody, Transport and Digital Disclosure Modernization Strategy</li> <li>• Emergency Preparedness and Response Strategy</li> <li>• Gender-Based Violence Prevention and Support Strategy</li> <li>• Human Trafficking Prevention and Recovery Strategy</li> <li>• Integrated Crime Prevention Strategy</li> <li>• Integrated Mental Health Strategy</li> <li>• Offender Management and Supervision Platform</li> <li>• Road and Public Space Safety Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced crime severity and crime rates</li> <li>• Fewer repeat victims and calls for service</li> <li>• Improved crisis and mental health responses</li> <li>• More youth diverted from the justice system</li> <li>• Safer roads and public spaces</li> <li>• Stronger support for victims of hate crimes and gender-based violence</li> </ul>

		<ul style="list-style-type: none"> <li>Specialized Emergency Management and Deployment Optimization Strategy</li> </ul>	
Organizational Health and Accountability	Build a healthy, diverse, and well-supported workforce with strong leadership and accountability.	<ul style="list-style-type: none"> <li>Career Mapping and Mentorship Program</li> <li>Integrated Financial Management and Performance Strategy</li> <li>Integrated Member Support and Wellness Strategy</li> <li>Leadership and Performance Excellence Framework</li> <li>Sustainable Infrastructure and Asset Management Plan</li> <li>Training and Knowledge Exchange Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Improved staffing levels to meet community needs</li> <li>Efficient budgeting and resource management</li> <li>Clear communication and change management across the organization</li> <li>Improved member engagement and wellness</li> <li>Improved internal leadership and development opportunities</li> </ul>
Modernization and Innovation	Use technology and innovation to make policing smarter, faster, and more accessible.	<ul style="list-style-type: none"> <li>Cloud Strategy and Infrastructure Modernization</li> <li>Cybersecurity and Data Protection Strategy</li> <li>NG911 Technology Enhancement Project</li> <li>Responsible AI Adoption and Governance Strategy</li> <li>Smart Tech Integration Project</li> <li>Strategy, Innovation and Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Modern, secure IT infrastructure</li> <li>Responsible use of AI and new technologies</li> <li>Enhanced emergency response times</li> <li>Increased use of digital tools and online services</li> <li>Better real-time data for decision-making</li> </ul>

## Alternatives Reviewed

No reasonable alternatives to the proposed strategic planning approach were identified. The development of a strategic plan is a legislative requirement under the CSPA, and

the methodology outlined in this proposal is designed to align the NRPS's goals with the evolving needs of the region.

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

This report is being brought forward to comply with Section 39 of the Community Safety and Policing Act, 2019, and PSB By-Law 535-2025, which outlines the board's strategic planning process. The new Strategic Plan 2026 - 2029 will supersede the current 2022 - 2025 Strategic Plan.

### **Relevant Policy Considerations**

- Community Safety and Policing Act, 2019, Sections 39 and 40.
- Police Services Board By-Law 535-2025 – Framework for Strategic Planning.
- General Order 174.06, which provides internal guidance on compliance and reporting standards related to planning and performance monitoring.

### **Other Pertinent Reports**

Not Applicable.

This report was prepared by Dr. Hector Perez, Corporate Analyst, and reviewed by Rany Audeh, Manager Corporate Strategy.



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#### **Submitted by:**

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

### **Appendices**

Not applicable

# Niagara Regional Police Service Strategic Plan 2026-2029

Corporate Strategy and Innovation

September 2025



# INTRODUCTION

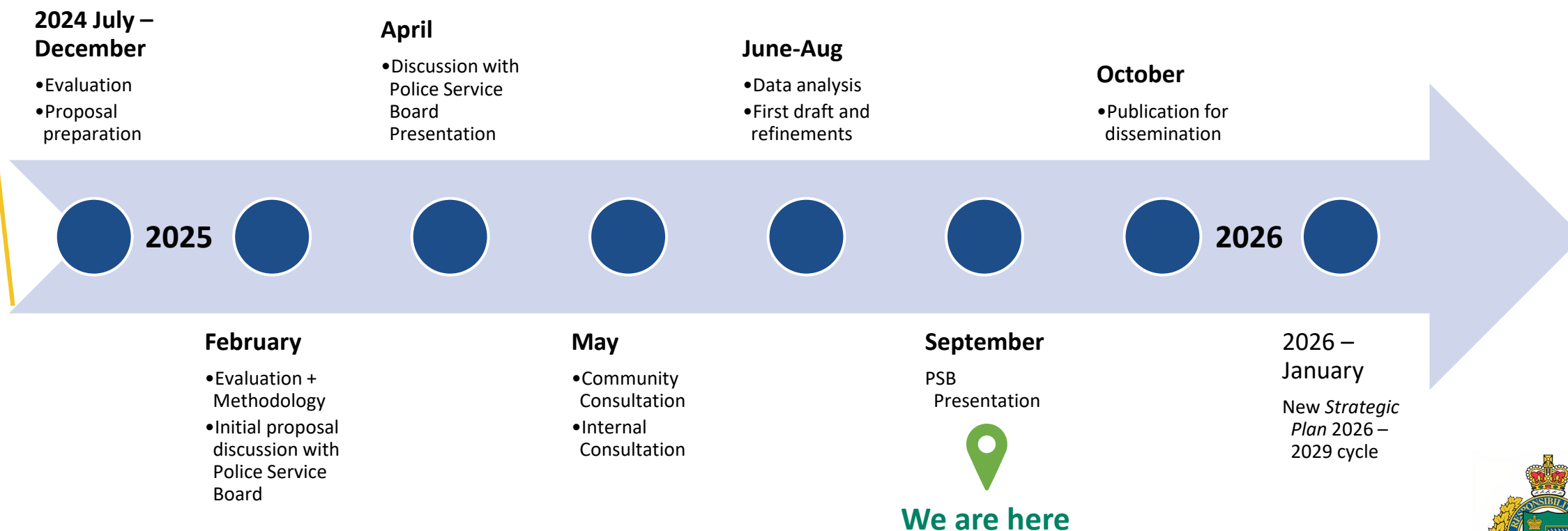
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- The Community Safety and Policing Act (CSPA), Section 39, requires the Police Service Board (PSB) to prepare and adopt a strategic plan for the provision of policing at least once every four years
- Methodological evaluations and proposal preparation occurred between July and December 2024. The Board approved the proposed methodology for the development of the 2026-2029 Strategic Plan at its meeting on April 24, 2025
- An extensive community and internal consultation process was conducted from May to June 2025, engaging a broad range of community partners





# ROADMAP



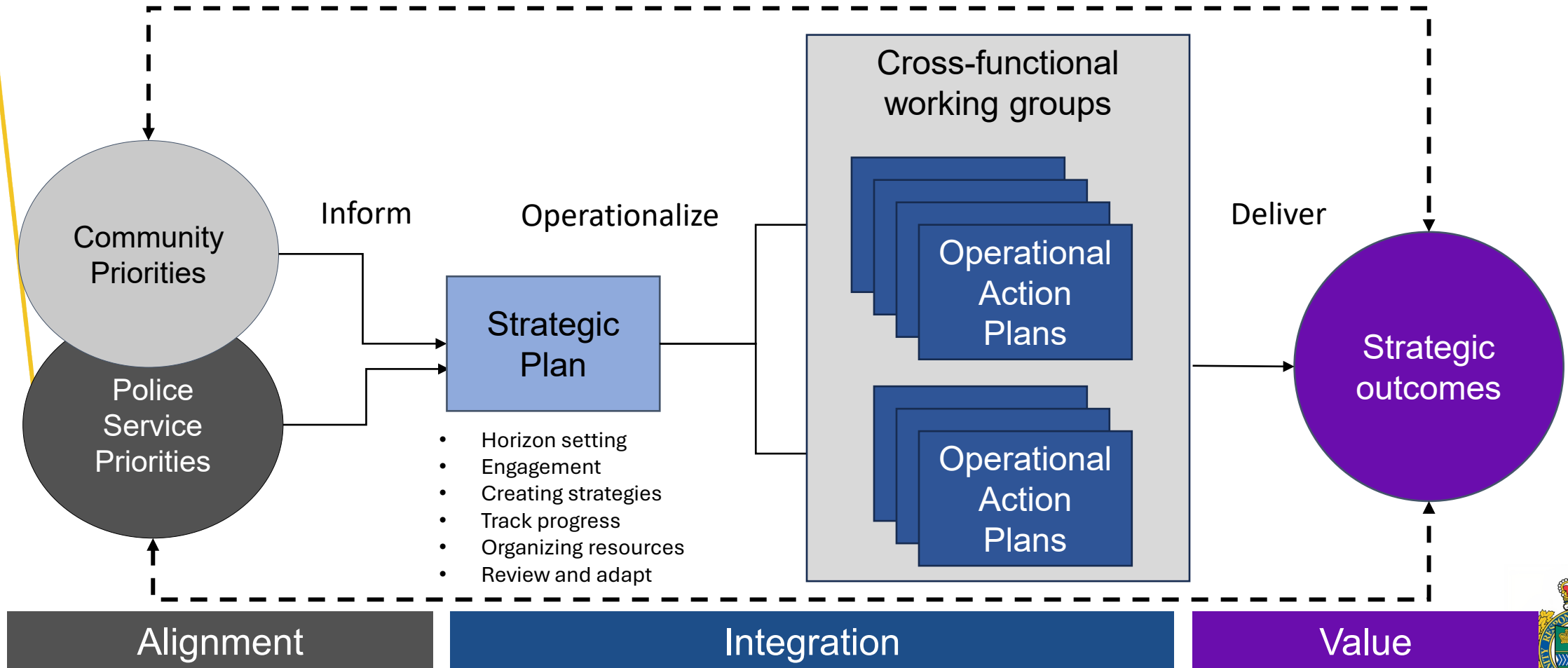
# METHODS

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- For over a month we engaged with community members, leaders and diverse community groups to explore and understand their community and public safety priorities, concerns and opportunities.
- Our team sent out more than 200 invitations to persons and organizations in the Niagara Region, inclusive of elected officials, business owners, academia, community organizations, and public safety partners to participate at *in-person* consultations.
- In total, we facilitated seven *in-person* sessions: Two Indigenous Learning Circles and five World-Café-Style workshops. The objectives were to introduce the strategic planning process and gather insights, ideas, and feedback from diverse perspectives following a structured methodology for data collection.
- Additionally, we engaged with the community and NRPS' staff members using two online surveys allowing participants to share thoughts and ideas for consideration in the development of the Strategic Plan.



# FRAMEWORK



# COMMUNITY CONSULTATION CALENDAR

Participants	Engagement Method	Dates
Police Service Board members	Meetings and collaboration	April 24, 2025
<ul style="list-style-type: none"> <li>Diversity and Faith Based</li> <li>Business Association</li> <li>Elected Officials</li> <li>First Responders</li> <li>School and Educational Institutions</li> <li>Community Safety and Well-Being partners</li> </ul>	Facilitated Sessions	May 20, 21, 28, and 30, 2025
Niagara Region Community	Online Survey	May 1-30, 2025
NRPS Members	Survey and Sessions	May 1-30, 2025 May 29, 2025
Police Service Board members	Meetings and Collaboration	During all the process September 25, 2025



# PARTICIPANTS

- **Workshops and Learning Circles**
  - Approximately 170 persons participated in our in-person sessions
  - We used a systematic approach to collect data using a three round system that concludes with a concrete and prioritized set of actionable items
- **Online surveys (789 participants):**
  - Internal (367 Participants)
  - External (422 Participants)



# SOME PARTICIPANT ORGANIZATIONS

## *(in alphabetical order)*

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- Brock University
- Community Addiction Services of Niagara
- Community Care of St. Catharines and Thorold
- Congregation B'Nai Israel
- Contact Niagara for Children's and Developmental Services
- Correctional Services
- District School Board of Niagara
- Family and Children Services Niagara
- Fort Erie Native Friendship Centre (FENFC)
- Future Black Female
- Members of Parliament
- Members of Provincial Parliament
- Municipal Councillors
- Niagara Catholic District School Board (NCDSB)
- Niagara Children's Safety Village
- Niagara Detention Centre
- Niagara Falls Fire Department
- Niagara Folk Arts Multicultural Centre
- Niagara Parks Commission
- Niagara Peninsula Aboriginal Area Management Board (NPAAMB)
- Niagara Regional Council
- Niagara Regional Native Centre (NRNC)
- Niagara Transit
- Ontario Ministry of the Attorney General
- Quest Community Health Centre
- Probation and Parole
- Regional Councillors





# COMMUNITY WORKSHOPS

*Took place  
May 21, 28, 29, and 30, 2025*



# RESULTS: COMMUNITY SURVEY

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- **Age:**  
58% (Majority) between 35–64 years  
18% 15–34  
22% 65+
- **Gender:**  
53% Female  
40% Male  
7% Prefer not to answer
- **Municipality:**  
Strongest in St. Catharines (38%), followed by Welland, Niagara Falls, and Niagara-on-the-Lake
- **Diversity:**  
14% Persons with disabilities  
6% Indigenous/visible minority  
4% 2SLGBTQQIA+





# RESULTS: COMMUNITY SURVEY (continued)

## • Engagement Overview

- 422 participants (374 completed, 89% completion rate)
- 273 ideas shared | 5,896 ratings | 22 ratings per idea
- Engagement: May 9 – June 8, 2025

## • Top Public Safety Concerns

- 67% Social issues and public order (e.g., homelessness, mental health)
- 66% Property crime (e.g., break-ins, theft)
- 60% Organized crime (e.g., drugs, trafficking)
- 46% Violent crime
- 41% Traffic safety
- 40% Hate crimes
- 39% Financial crimes



# RESULTS: COMMUNITY SURVEY (continued 2)

- **Top Community Priorities**

- 76% Public safety and crime prevention
- 46% Transparency and accountability
- 36% Road safety
- 31% Youth engagement
- 22% Technology and innovation

- **Confidence in NRPS:**

- 17% Very confident
- 47% Somewhat confident
- 14% Neutral
- 16% Not very confident
- 6% Not at all confident

- **Value for Money:**

- 41% Agree / Strongly agree
- 31% Neutral
- 28% Disagree / Strongly disagree



# RESULTS: COMMUNITY SURVEY

## QUALITATIVE

- **Community Engagement**

- Continue outreach through events, schools, and public forums
- Increase partnerships with social agencies and use of social media for transparency

- **Police Visibility**

- Continue deploying officers in public spaces and high-traffic areas
- Increase foot and bike patrols in both urban and rural communities

- **Trust and Accountability**

- Continue reinforcing professional standards and transparency measures
- Increase communication on priorities, outcomes, and follow-up actions

- **Response Times**

- Continue improving emergency response performance
- Increase focus on reducing delays for non-urgent calls through better resource allocation

- **Safety Concerns**

- Continue addressing drug activity, traffic violations, and violent crime
- Increase proactive crime prevention initiatives and collaboration with social services



# COMMUNITY SURVEY RESULTS

## *Example of thoughts and ideas shared by community members*

**The crisis team is an important part of the NRP team, working on adding and improving the team** It's important for those who need immediate support for mental health but don't need direct police support

4.4 ★★★★★ (25 👤)  
Ranked #1 of 272

**Commitment to community-centred policing; Responsive and professional conduct; Presence as a stabilizing force; Willingness to grow and evolve.** It develops trust and shared goals.

4.3 ★★★★★ (22 👤)  
Ranked #2 of 272

**There are an (apparent) increase in crimes against person and property. I have had residents report that there are no (or late) responses by police.** It is important to the residents to feel safe in their own homes.

4.2 ★★★★★ (29 👤)  
Ranked #4 of 272

**Police are important to promote safety. More presence, i.e., bike cops, police walking the streets, could show more engagement** Visibility is important.

4.2 ★★★★★ (27 👤)  
Ranked #5 of 272

**I believe NRPS needs additional help with Mentally Challenged issue we see and deal with today more often then less.** It would be very helpfull for the Officers on daily issues they come across.

4.2 ★★★★★ (26 👤)  
Ranked #6 of 272

**Response Time and Integrity** Need to feel that an officer is there when we need them and that they are truly LISTENING to what we're telling them.

4.2 ★★★★★ (26 👤)  
Ranked #7 of 272

**I value the recent activity towards human trafficking within Niagara. This has been a plague, and it's**

4.2 ★★★★★ (17 👤)



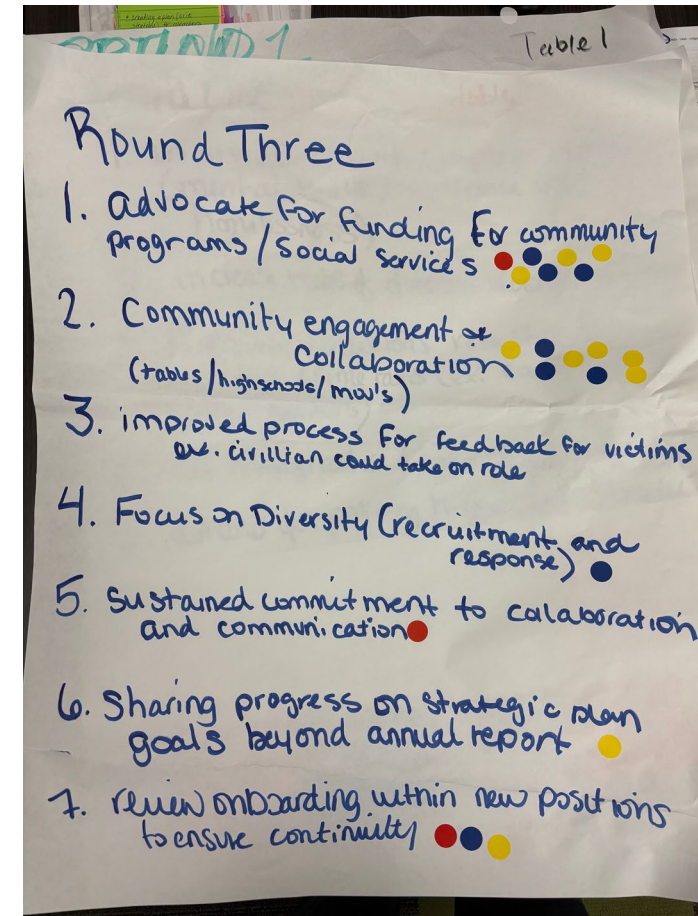


# RESULTS: WORKSHOPS





# RESULTS: WORKSHOPS (continued)



# RESULTS: WORKSHOPS (continued 2)

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- **Public Safety Concerns**
  - Homelessness, addictions, mental health, youth vulnerability, racial discrimination, and the need to improve response times repeatedly identified
  - Increase number of police officers visible in community
- **Priorities for Change**
  - Community engagement and trust-building through visible, approachable policing
  - Inclusive policing practices: cultural safety training, diverse recruitment, trauma-informed responses
  - Youth-focused prevention programs and co-led community initiatives
  - Collaborative partnerships with schools, housing, health, and social agencies
- **Opportunities and Innovation**
  - Use of technology (dashboards, AI, CCTV, public portals) with safeguards for privacy and accountability
  - Cross-sector action tables for mental health, addictions, homelessness, and victim support
  - Humanize police presence by increasing meaningful interactions with the community
- **Call for Transparency and Accountability**
  - Public report cards, shared outcomes, and co-created solutions with the community



# RESULTS: WORKSHOPS (INTERNAL MEMBERS)

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- **Build on Strengths**

- Continue strong teamwork, supportive leadership, and community engagement
- Expand member wellness programs and work-life balance initiatives
- Keep momentum on modernization with technology and training

- **Increase Focus**

- Improve staffing levels and workload balance
- Develop clear career paths, leadership training, and mentorship programs
- Strengthen internal communication and feedback channels

- **Act on Opportunities**

- Accelerate use of AI, online reporting, and digital tools
- Partner with social agencies to redirect non-policing calls
- Continue to invest in wellness programs and reintegration supports

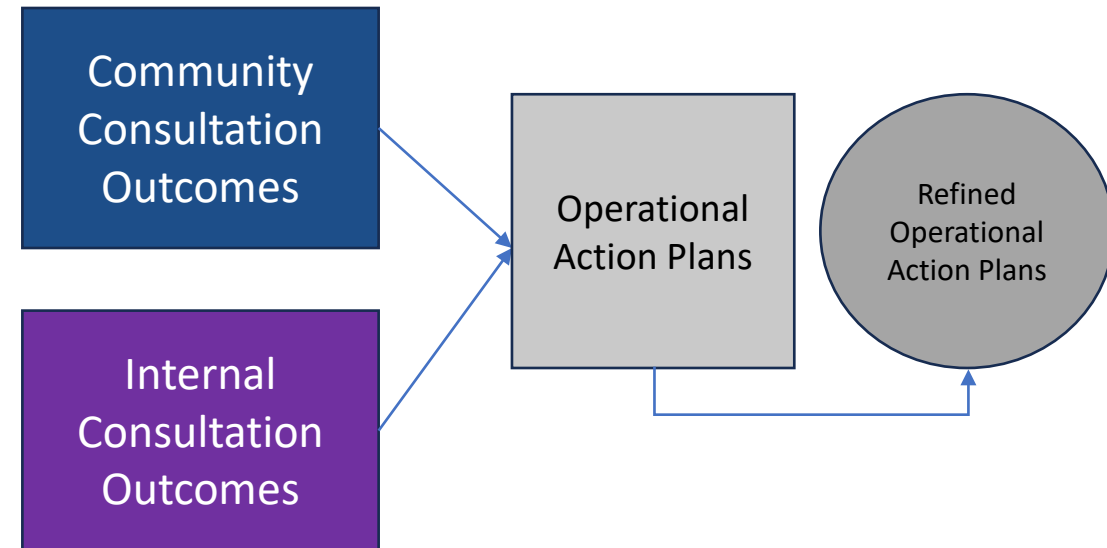




# ANALYSIS

- We collected, processed and analyzed the outcomes of our community consultation phase and used thematic analysis to classify responses into categories
- Then, using the community priorities and actionable items produced by participants to develop action plans aligned to community and service priorities
- We are using best practices in evidence-based policing to inform our operational action plans, which will continue to be refined through the next four years to adapt to emerging trends

## *Thematic analysis*



# ALIGNMENT – NIAGARA REGION COMMUNITY SAFETY AND WELLBEING PLAN

## Priority Areas

Building upon our initial Community Safety and Well-being Plan, the Advisory Committee undertook a process of identifying and prioritizing key community issues, using insights derived from community engagement efforts. The following key priority areas have been identified by community and sector leaders as the core focus for Community Safety and Well-being action initiatives. Using an anti-oppressive lens with a goal of dismantling systemic discrimination, the experiences of individuals with lived expertise will continue to influence the actions associated with each priority area.



**Mental Health  
and Addictions**



**Homelessness and  
Basic Needs**



**Gender-based Violence**



**Community Safety**

<https://www.niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf>



# STRATEGIC PLAN 2026 – 2029

---

1

**Community Trust and Engagement**

2

**Safe and Inclusive Communities**

3

**Organizational Health and Accountability**

4

**Modernization and Innovation**



# STRATEGIC PLAN 2026 – 2029 (continued)

1

## Community Trust and Engagement

- Internal Communications Revitalization Strategy
- Neighborhood Presence Initiative
- Public Trust and Transparency Communications Strategy
- Reconciliation, Equity, Diversity, and Inclusion Framework
- Youth Crime Prevention and Engagement Strategy

2

## Safe and Inclusive Communities

- Custody, Transport and Digital Disclosure Modernization Strategy
- Emergency Preparedness and Response Strategy
- Gender-Based Violence Prevention and Support Strategy
- Human Trafficking Prevention and Recovery Strategy
- Integrated Crime Prevention Strategy
- Integrated Mental Health Strategy
- Offender Management and Supervision Platform
- Road and Public Space Safety Strategy
- Specialized Emergency Management and Deployment Optimization Strategy

3

## Organizational Health and Accountability

- Career Mapping and Mentorship Program
- Integrated Financial Management and Performance Strategy
- Integrated Member Support and Wellness Strategy
- Leadership and Performance Excellence Framework
- Sustainable Infrastructure and Asset Management Plan
- Training, Leadership and Knowledge Exchange Strategy

4

## Modernization and Innovation

- Cloud Strategy and Infrastructure Modernization
- Cybersecurity and Data Protection Strategy
- NG911 Technology Enhancement Project
- Responsible AI Adoption and Governance Strategy
- Smart Tech Integration Project
- Strategy, Innovation and Continuous Improvement

# COMMUNITY TRUST AND ENGAGEMENT

## Build public confidence and meaningful partnerships with all communities across Niagara

- Internal Communications Revitalization Strategy
- Neighborhood Presence Initiative
- Public Trust and Transparency Communications Strategy
- Reconciliation, Equity, Diversity, and Inclusion Framework
- Youth Crime Prevention and Engagement Strategy



# SAFE AND INCLUSIVE COMMUNITIES

2

## Create safer and more equitable communities through prevention and support

- Custody, Transport and Digital Disclosure Modernization Strategy
- Emergency Preparedness and Response Strategy
- Gender-Based Violence Prevention and Support Strategy
- Human Trafficking Prevention and Recovery Strategy
- Integrated Crime Prevention Strategy
- Integrated Mental Health Strategy
- Offender Management and Supervision Platform
- Road and Public Space Safety Strategy
- Specialized Emergency Management and Deployment Optimization Strategy

# ORGANIZATIONAL HEALTH AND ACCOUNTABILITY



## Build a healthy, diverse, and well-supported workforce with strong leadership and accountability

- Career Mapping and Mentorship Program
- Integrated Financial Management and Performance Strategy
- Integrated Member Support and Wellness Strategy
- Leadership and Performance Excellence Framework
- Sustainable Infrastructure and Asset Management Plan
- Training and Knowledge Exchange Strategy



# MODERNIZATION AND INNOVATION

## 4

**Use technology and innovation to make policing smarter, faster, and more accessible**

- Cloud Strategy and Infrastructure Modernization
- Cybersecurity and Data Protection Strategy
- NG911 Technology Enhancement Project
- Responsible AI Adoption and Governance Strategy
- Smart Tech Integration Project
- Strategy, Innovation, and Continuous Improvement





# MEASURES OF SUCCESS

1

## Community Trust and Engagement

- Improve perception of safety in public spaces across the region
- Stronger public trust and confidence in police services
- Broader community awareness through campaigns and outreach
- A new 2026–2029 Equity, Diversity and Inclusion Plan in place
- Enhance youth, newcomer, and Indigenous engagement activities

2

## Safe and Inclusive Communities

- Reduced crime severity and crime rates
- Fewer repeat victims and calls for service
- Improved crisis and mental health responses
- More youth diverted from the justice system
- Safer roads and public spaces
- Stronger support for victims of hate crimes and gender-based violence

3

## Organizational Health and Accountability

- Improved staffing levels to meet community needs
- Efficient budgeting and resource management
- Clear communication and change management across the organization
- Improved member engagement and wellness
- Improved internal leadership and development opportunities

4

## Modernization and Innovation

- Modern, secure IT infrastructure
- Responsible use of AI and new technologies
- Enhanced emergency response times
- Increased use of digital tools and online services
- Better real-time data for decision-making

# RECOMMENDATION

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- That the Niagara Regional Police Service Board receive and approve the Niagara Regional Police Service Strategic Plan 2026 - 2029





**Inspectorate  
of Policing**

**Service d'inspection  
des services policiers**

Office of the Inspector  
General of Policing

777 Bay St.  
7<sup>th</sup> Floor, Suite 701  
Toronto ON M5G 2C8

Bureau de l'inspecteur général  
des services policiers

777, rue Bay  
7<sup>e</sup> étage, bureau 701  
Toronto ON M5G 2C8

## Inspector General of Policing Memorandum

**TO:** All Chiefs of Police and  
Commissioner Thomas Carrique  
Chairs, Police Service Boards

**FROM:** Ryan Teschner, Inspector General of Policing of Ontario

**DATE:** July 15, 2025

**SUBJECT:** Inspector General Memo #6: Release of the Inspector General of Policing  
2024 Annual Report

---

I am pleased to share my 2024 Annual Report, “*On the Road to Excellence: A year of Progress and Purpose.*” This report, mandated by the Community Safety and Policing Act (CSPA), provides a comprehensive picture of the state of policing in Ontario and delves into the common challenges police services and boards face across the province, as well as successful approaches and initiatives to confront those challenges.

As required by the CSPA, the Annual Report details how I have been fulfilling my legislative responsibilities to independently oversee the compliance and performance of legislated entities under the CSPA, including: complaints investigated and dealt with, inspections conducted, and any directions and measures issued.

The report also outlines the important and wide-ranging work being carried out by the dedicated professionals at the Inspectorate of Policing who are working every day to bring my mandate to life. I sincerely thank each of them for their tireless efforts and contributions, and look forward to continuing our work in the years to come.

I also want to extend my gratitude to you—the policing sector—for providing much of the insight and content reflected in this report. Your input has been invaluable, and we deeply appreciate your continued support.

Thank you for your continued trust and confidence in the Inspectorate of Policing.

Sincerely,

Ryan Teschner  
Inspector General of Policing of Ontario

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



# On the Road to Excellence: A Year of Progress and Purpose

Annual Report of the  
Inspector General of Policing

## 2024



**Inspectorate  
of Policing**

**Service d'inspection  
des services policiers**

Office of the Inspector  
General of Policing

Bureau de l'inspecteur général  
des services policiers

777 Bay St.  
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Toronto ON M5G 2C8

June 27, 2025

The Honourable Michael Kerzner  
Solicitor General of Ontario  
Ministry of the Solicitor General

Dear Solicitor General Kerzner:

Section 103 (1) of the Community Safety and Policing Act mandates that the Inspector General of Policing (IG) deliver an annual report to the Minister, on or before June 30 of each year. I am pleased to present my Annual Report of the Inspector General of Policing that details the Inspectorate of Policing's (IoP) activities and progress for the period January 1 to December 31, 2024.

In accordance with section 103 (1), my Annual Report must include information about the following items:

1. The activities of the IG, including:
  - Inspections conducted;
  - Complaints dealt with under section 106 and 107;
  - Notifications sent to the Law Enforcement Complaints Agency (LECA) Director or the Special Investigations Unit (SIU) Director;
  - Directions issued under section 125; and
  - Measures imposed under section 126.
2. The compliance of the police service boards, Ontario Provincial Police (OPP) detachment boards, First Nation OPP boards, chiefs of police, special constable employers, police services, and prescribed policing providers with this Act and the regulations.
3. Any other prescribed matters.

In the pages that follow, you will see the information I am required to report, as well as the significant range of work being undertaken by the dedicated professionals at the IoP, who have brought my mandate to life. These public servants work each day to improve policing performance to make everyone in Ontario safer.

Pursuant to subsection 103(2) and the IoP's commitment to transparency and accountability, my Annual Report will also be published on the internet.

It is a real honour to serve as Ontario's Inspector General of Policing. I look forward to the work that lies ahead, and to contributing to public safety in Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Teschner", with a stylized flourish at the end.

**Ryan Teschner**

Inspector General of Policing of Ontario

Copy: Deputy Solicitor General Mario Di Tommaso, O.O.M.

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# Land Acknowledgement

The Inspectorate of Policing (IoP) recognizes that its work, and the work of its community partners take place on traditional territory of Indigenous Nations in Ontario, including the Anishinaabe (comprising the Algonquin, Mississauga, Ojibwe, Anisininew (Oji-Cree), Odawa, and Pottawatomi peoples), the Omushkego (also known as Swampy Cree), the Lenape, and the Haudenosaunee (Mohawk, Onondaga, Oneida, Cayuga, Tuscarora, and Seneca), and the Métis peoples.

We acknowledge that there are 46 treaties and other agreements that cover the territory now known as Ontario. We acknowledge that we continue to live and work in these territories and are thankful to the First Nations and Métis peoples who have cared for these lands since time immemorial. Their enduring contributions continue to strengthen Ontario and enrich all communities. We also acknowledge the many other Indigenous peoples from Indigenous nations who call this place home.

The IoP is honoured to collaborate with First Nations, Inuit, and Métis leadership, partners, and communities across their territories. The IoP is committed to deepening its understanding of the rich history of this land while honoring the inherent and treaty rights of Indigenous peoples.

The IoP would also like to acknowledge that its office is located in Toronto and on the traditional territory of many First Nations including the Mississaugas, the Anishinabek Nation, the Chippewas, the Haudenosaunee Confederacy, and the Wendat peoples, and is now the home to many diverse First Nations, Inuit, and Métis persons. We also acknowledge that Toronto is covered by Treaty 13 signed by the Crown and the Mississaugas of the Credit First Nation, and the Williams Treaties signed with multiple Mississaugas and Chippewa nations.

# Message from the Inspector General of Policing of Ontario

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**In a time when public trust in policing remains both essential and fragile, the role of independent oversight has never been more critical.**



Across Ontario – and indeed around the world – policing is facing complex and evolving challenges. From rising concerns about public confidence and community safety to the need for modern police governance and accountability, we must meet this moment with vigilance, transparency and leadership.

My Annual Report highlights the vital and unique role of the Inspector General of Policing (IG) and the Inspectorate of Policing (IoP) in Ontario: mandated to deliver modern, evidence-based, and independent oversight that is focused on strengthening public trust through improved policing performance.

Since our inception, the IoP has remained steadfast in its mission to improve policing performance to make everyone in Ontario safer. Through our monitoring, inspection, investigation, and advisory work, we have already had success in raising the ‘performance bar,’ be it in the operational work of police services, or governance work of police service boards. I remain committed to independently examining the issues, following the information and evidence, and using the various tools in my oversight toolbox to enhance Ontario’s position as a global public safety leader. The team at the IoP works hard each day to breathe life into this commitment, and I feel fortunate to be working alongside professionals who deeply care about contributing to the public good.

As we carry out our work, it is increasingly evident that policing does not operate in isolation. Our work is informed not only by the unique context at play in different Ontario communities, but also by global developments, best practices, and lessons learned from oversight bodies in other jurisdictions. For example, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services in the United Kingdom has drawn attention to ongoing concerns about police legitimacy, ethical leadership, and the need for systemic reform. In Ireland, the Policing Authority has highlighted the essential role of governance, transparency, and meaningful engagement with communities. We have developed strong links with our national and international oversight partners and look forward to contributing to a mutual knowledge exchange that enhances the work we do in our respective spaces. Our membership in the Canadian Association for Civilian Oversight in Law Enforcement, where I serve as a member of the Board of Directors, is also a testament to the developing community of practice that is so important to ensuring that independent police oversight remains modern and responsive not just to current, but also to future needs and challenges.

These global perspectives also echo what we are seeing here at home in Ontario, where public expectations around police accountability and transparency have never been higher. Police services and boards are being asked to navigate complex social issues while confronting operational pressures, emerging public safety risks, and resource demands. At the same time, there is a clear opportunity to move beyond the models of yesterday and towards a modern policing approach grounded in human rights, equity, and public trust.

This year's Annual Report outlines how the IoP is already responding to these challenges and opportunities. It provides an overview of our current and anticipated inspections, investigations, and thematic reviews. It highlights common issues we are seeing across police services and boards – from governance gaps to operational challenges – and identifies where change is needed. It also profiles the valuable work being done by those across the policing sector who are committed to excellence, integrity, and continuous improvement in protecting over 16 million residents and tens of millions of other visitors across Ontario.

But beyond facts and figures, this Report is an invitation – to police leaders, board members, policymakers, and every Ontarian – to engage in a shared commitment to public safety, integrity, and accountability. That is the standard the people of Ontario deserve, and it is the standard we at the IoP will continue to advance, together.



**Ryan Teschner**

Inspector General of Policing of Ontario  
June 2025



# About Ontario's Inspector General and the IoP

---

The IG has a mandate to drive improved performance and accountability in policing and police governance by ensuring adequate and effective policing is delivered across Ontario in compliance with the province's policing legislation and standards.

The IG leads the IoP, an arm's-length division of the Ministry of the Solicitor General. The IoP provides operational support to inspect, investigate, monitor, and advise Ontario's police services and boards. By leveraging independent research and data intelligence, the IoP promotes leading practices and identifies areas for improvement, ensuring that high-quality policing and police governance are delivered to make everyone in Ontario safer.

Ryan Teschner is Ontario's first IG with duties and authorities under the Community Safety and Policing Act (CSPA).



# The Mandate of the IG

**The IG's duties, powers and responsibilities are described in Part VII of the CSPA.**

**The IG, supported by the IoP, serves the public interest by promoting improved performance and accountability in the policing sector, while ensuring compliance with the CSPA and its regulations.**



**Under Ontario's CSPA, the IG is empowered to:**

- Independently assess and monitor legislated policing entities;
- Provide advice and support to legislated policing entities on governance and operational matters by sharing evidence-based research and data related to performance;
- Monitor and conduct inspections of legislated policing entities to ensure compliance with the CSPA and its regulations;
- Investigate complaints concerning the delivery of policing services and the conduct of police board members;
- Issue directions to ensure compliance with the CSPA and its regulations – and, if necessary – impose measures, if there is a failure to comply; and,
- Publicly report on the activities of the IG, including publishing inspection results and an annual report.

# Who the IG Oversees

Under the CSPA, the IG oversees the following Ontario policing entities:

- Municipal police services and police service boards;
- Chiefs of police;
- The Ontario Provincial Police (OPP) and OPP detachment boards;
- First Nations OPP boards and First Nations police service boards that opt-in to the CSPA;
- Any entity providing policing by an agreement authorized by the CSPA;
- Any public sector body that may be prescribed to provide policing; and
- Organizations that employ special constables.

The IoP remains committed to engaging all these entities to consider the diverse needs of the public as we work to improve policing performance that makes everyone in Ontario safer.

## Organizational Values

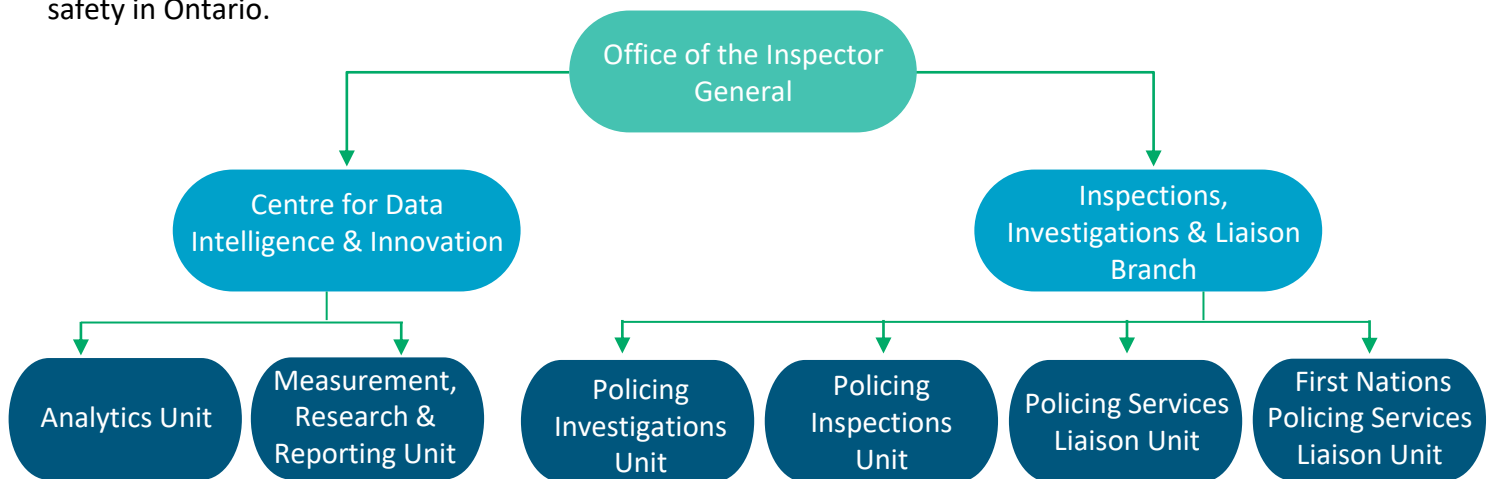
Driving improvements in policing performance begins with collectively operating under a set of values that shape the IoP's approach and culture.

At the IoP, we believe in:

- ➔ **Continuous Improvement:** We will identify effective performance in the policing sector, and where improvements are needed. We will focus on addressing the areas that matter most to the public.
- ➔ **Fairness:** We will address issues of non-compliance in an objective and timely manner that considers local context, with a focus on ensuring trust and confidence in the policing sector.
- ➔ **Risk-informed approaches:** We will select the right tools for the right problems and consider the level of risk present when enforcing policing and police governance compliance.
- ➔ **Transparency:** We will be transparent in our decision-making and publicly report on our work and their results with the sector and the public.
- ➔ **Independence:** We will operate at arm's-length from government or any other influence to ensure impartiality and confidentiality in our operations and decision-making.
- ➔ **Collaboration:** We will work collaboratively with our partners and the regulated entities we oversee to support their success in our shared mission of making Ontario safer.
- ➔ **Integrity:** We will engage in activities in a way that inspires public confidence, and that preserves our objectivity, integrity, and impartiality.

# IoP Organizational Framework

The IoP's three branches effectively support the IG in enhancing policing performance and public safety in Ontario.



## Office of the Inspector General

Supports the arm's-length decision making authority of the IG through independent legal counsel, police sector and stakeholder relations, and public communications.

## Investigations, Inspections, and Liaison Branch

Responsible for the investigative, inspection, monitoring, advising, and liaison function of the Inspectorate as per the IG's authorities under Part VII of the CSPA. Comprised of:

**Policing Investigations Unit:** Investigates public complaints concerning delivery of policing services and conduct of police service board members.

**Policing Inspections Unit:** Monitors and conducts inspections of police services and boards to ensure compliance with the CSPA and its regulations.

**Policing Services Liaison Unit:** Provides monitoring, advisory, and liaison services to support police services and boards, OPP detachment boards, and special constable employers.

**First Nations Policing Services Liaison Unit:** Provides advice to First Nation police services, chiefs, and boards who opt-in to the CSPA, and facilitates cultural awareness training to the IoP.

## Centre for Data Intelligence and Innovation

The IoP's data powerhouse that drives continuous improvement in Ontario's policing sector through data collection, analysis, research, and performance measurement. Comprised of:

**Analytics Unit:** Uses a wide range of technologies, including Artificial Intelligence, and other advanced analytical tools to transform raw data into actionable insights, informing decision-making processes across the IoP.

**Measurement, Research & Reporting Unit:** Conducts research on relevant issues faced by the sector and responsible for developing a performance measurement framework to support evidence-based decision-making and evaluation.

# Complaints & Disclosures Within the IG's Jurisdiction

Under the CSPA, the IG accepts different types of public complaints or disclosures from members of a police service or special constable employer. Complaints are carefully reviewed to determine the appropriate course of action, which can include conducting an investigation or inspection, providing compliance advice and support, or forwarding it to the appropriate oversight agency, police service or police service board for resolution. Each complaint is individually assessed using the information provided by a complainant. The screening process includes consideration of the IG's mandate as well as the statutory requirements set out by the CSPA.

The IG may choose not to investigate a complaint based on a number of reasons, including a complaint being frivolous, vexatious, submitted in bad faith, or not in the public interest to investigate. Similarly, a complaint may be referred to another oversight agency.

Over the next few pages are several illustrations of the types of complaints within the IG's jurisdiction:

- Section 106 complaints
- Section 107 complaints
- Section 185 disclosures





## Section 106 Complaints



**Complaints about the conduct of an individual police service board member (section 106 complaints)** are related to conduct that is believed to have violated the Code of Conduct for police service board members as codified in the relevant CSPA regulation.

Jasmine attended a meeting of her city's police service board as part of a community group seeking to raise concerns about their recent interactions with the police. When it was her turn to speak, Jasmine began presenting the group's perspective. However, she was repeatedly interrupted by a particular board member, who used profane language, referred to her in a derogatory manner, was dismissive, and ultimately cut her presentation short.

Feeling that her right to be heard was unfairly limited and that she was spoken to in an offensive way, Jasmine filed a complaint with the IoP. She believed the board member's conduct showed a lack of respect for public input and contributed to an unwelcoming, even hostile, environment for community participation. In her complaint, Jasmine argued that the board member failed to uphold the standards of professionalism and impartiality required under the Code of Conduct for board members.

Jasmine's complaint may prompt the IoP to assign an Inspector to investigate the conduct of the board member in question. This process could include interviews with Jasmine, relevant witnesses including the board member involved, and review of footage from the meeting. Following a thorough review and analysis of all available information, the Inspector would prepare a findings report and submit it to the IG. Based on the report, the IG would make the ultimate determination as to whether the board member committed misconduct under the Code of Conduct. If misconduct is identified, the IG will also determine whether any measures should be imposed to address the misconduct. Measures can include a reprimand, a suspension, or even the member's removal from the board.

## Section 107 Complaints

### Complaints about the delivery of policing (section 107 complaints) are related to:

- The adequacy and effectiveness of policing provided to an area,
- A failure to comply with the CSPA or its regulations, and
- The policies of a police service board, OPP Detachment Board, First Nation OPP Board or the Minister, and procedures established by a chief of police.



Sam filed a complaint with the IoP after calling 911 to report a domestic disturbance involving a neighbor who appeared to be in distress. He placed the call shortly after 9 p.m. and remained on the line for several minutes as dispatch attempted to assign the call to available officers. Despite emphasizing the urgency of the situation, police did not arrive on the scene until the next day.

Sam expressed deep frustration, noting that this was not an isolated incident. He recalled a previous situation where police response times were also unusually delayed. Concerned about these delays, Sam submitted a formal complaint to the IoP stating that he did not believe he was receiving adequate policing services.

Based on the details of the complaint, the IoP may decide to initiate an inspection. This could involve interviewing Sam to gather all relevant information

related to the specific facts and circumstances. The assigned Inspector may also collect and review policing data—such as Records Management System entries, Computer-Aided Dispatch logs, and other relevant police records—to compare the reported concerns with the documented actions of the police service, and to identify any facts that are relevant to assessing the compliance of the police service with applicable legal requirements and standards. Once the review is complete, the Inspector would prepare a findings report and submit it to the IG, who would then make a final determination about whether the police service complied with applicable legal requirements and standards. If the IG determines there has been non-compliance, the IG has the legal authority to issue directions to the police service and the chief of police to remedy the non-compliance.

## Section 185 Disclosures



**Disclosures to the Inspector General about internal misconduct matters (section 185 disclosures)** can be submitted by members of a police service or special constables if they believe misconduct has occurred within their current or former organization.

Officer Rahim, a frontline officer with over ten years of experience, submitted a confidential disclosure to the IoP after he had been passed over for promotion multiple times, even as less experienced colleagues advanced. Officer Rahim, who identifies as a racialized person, began to suspect there was racism in the promotion process within his service.

When Officer Rahim raised his concerns internally, he received no response—and, soon after, experienced subtle forms of reprisal. He was excluded from high-profile assignments, removed from mentorship opportunities, and increasingly sidelined in decision-making spaces he had previously been a part of.

Based on the detail provided, if the disclosure is focused on alleged misconduct by an individual police officer, the IG may decide to refer the complaint to the Law Enforcement Complaints Agency (LECA) for investigation. However, if the disclosure contains information alleging a more systemic issue, the IG may elect to initiate a formal inspection of the police service. This could involve reviewing records, interviewing witnesses, and assessing whether the police service or board is meeting its legal obligations. Depending on the findings, the IG may issue directions to ensure compliance with the CSPA and regulations.

# Complaints Process

## Complaints are Received



The IoP accepts public complaints from a variety of sources, including its **website**, **e-mail** or **regular mail**. Anonymous complaints are not accepted.

## Screened



Each complaint is **carefully reviewed** by the IoP. A decision is made whether the complaint **falls within the IG's jurisdiction** and qualifies for further consideration.

## Screened Out

Complaints that are screened out can be:

- **out of jurisdiction** or scope of the IoP's mandate;
- **refused** for being frivolous, vexatious or made in bad faith, or deemed not in the public interest to inspect or investigate;
- **abandoned** by the complainant.



## Referred

To ensure public complaints get to the right place, the IoP will **refer** complaints determined to be out of jurisdiction to the relevant oversight body:

- Law Enforcement Complaints Agency
- Special Investigations Unit
- Police chief or board to conduct their own inspection of the complaint

## Assigned for Investigation or Inspection



All accepted complaints are **assigned to an inspector**, who reviews all information, creates an investigation plan and conducts their inspection or investigation.

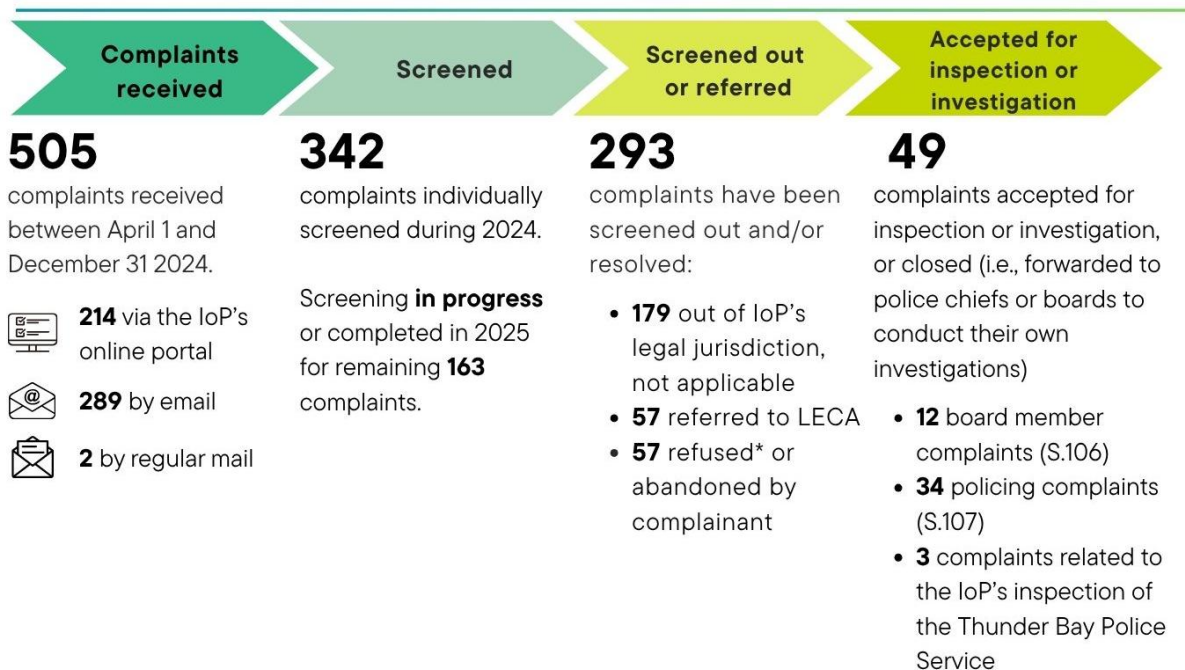
## Findings Report and IG Determination



Inspectors prepare and submit a final findings report to the IG, who makes a **final determination** of whether misconduct or non-compliance has occurred. If so, the IG may impose **directions or measures** on the policing entity involved.

# The IoP's Operations: 2024 Facts & Figures

My Annual Report details activities from January 1 to December 31 of each calendar year. As I officially began my mandate with the coming into force of the CSPA on April 1, 2024, the data provided in this section only covers the period from April 1 to December 31, 2024.



\*Complaints can be refused for being frivolous, vexatious, made in bad faith, or deemed not in the public interest to inspect or investigate.

**Note:** Although not part of our mandatory reporting requirements, the IoP received **five** S.185 disclosures from police service or special constable employees in 2024, all of which were screened, referred to LECA and marked as closed.

## Complaint-Based Inspection

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In 2024, the IoP initiated **46** complaint-based inspections related to public complaints.<sup>1</sup> Emerging themes seen in the public complaints we have received to date relate to:

- Issues raised during protests, including lack or type of response from police;
- Issues surrounding police response and reporting relating to instances of intimate partner violence;
- Concerns about the quality of police investigations;
- Complaints regarding traffic violations and the effectiveness of police response;
- Delays in police response or lack of response to public concerns;
- Delays and lack of communication regarding requirements for records checks; and,
- Complaints regarding allegations of specific officer conduct which do not fall under the IG's legal jurisdiction but are referred to the appropriate agency.

## Issue-Specific Inspection: Thunder Bay Police Service and Board

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Issue-specific inspections of a police service or board can occur where repeated, system level issues have been identified through public complaints and/or the IoP's independent monitoring activities.

On October 10, 2024, the IG initiated the IoP's first **issue-specific inspection**, focusing on the Thunder Bay Police Service's handling of **death and missing persons investigations**, as well as the Thunder Bay Police Services Board's governance and oversight responsibilities. This inspection will evaluate compliance with the CSPA and alignment with leading investigative practices. It also examines how both the Police Service and the Board are addressing previous recommendations issued by other oversight bodies that have reviewed policing and governance in Thunder Bay. The inspection is expected to be completed in late 2025.

## Directions Issued Under Section 125

---

Under section 125(1), if the IG is of the opinion that there is evidence of non-compliance with the CSPA or its regulations, the IG may issue Directions to prevent or remedy non-compliance. I did not issue any Directions under section 125 in 2024.

<sup>1</sup> The remaining 3 complaints received and accepted in 2024 were related to the IoP's broader issue-specific inspection of the Thunder Bay Police Service and Board.

## Measures Imposed Under Section 126

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If an entity fails to comply with a section 125(1) Direction, the IG is empowered to impose any of the following Measures pursuant to section 126(1) of the CSPA:

- Removing or suspending a chief of police, one or more members of a police services board, or the whole board;
- Appointing an administrator to a police service; or,
- Dissolving a police services board or disbanding a police service.

I did not impose any Measures under Section 126 in 2024.

## Compliance with the CSPA

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My statutory mandate requires a sector-wide and continuous assessment of compliance with the CSPA and its regulations. The IoP engages in various bodies of work to evaluate compliance and performance of police services, boards, and special constable employers, based on an assessment of risk:

- **Investigations of Public Complaints:** When serious concerns are raised—such as allegations that policing services were not adequately delivered, a board member engaged in misconduct, the suggestion of broader police governance failures, or systemic issues—an Inspector conducts a formal investigation. This process may include interviews, document reviews, an analysis of operational data, and other research to determine whether the entity is meeting its obligations under the CSPA. The Inspector then compiles and presents their Findings Report to the IG who determines whether misconduct or non-compliance has occurred.
- **Proactive Inspections:** The IoP also conducts planned inspections of police services, boards, and other policing entities to assess their compliance with CSPA standards for adequate and effective policing and police governance.
- **Monitoring, Advisory, and Liaison Services:** Through the work of the Policing Services Liaison Unit, we maintain ongoing engagement with Ontario's 43 municipal police services and boards, the OPP, 88 OPP detachment boards, 15 authorized special constable employers across the province, and the Nishnawbe Aski Police Service and Board who have opted-in to the CSPA. Advisors provide guidance on CSPA compliance, monitor developments across the sector, and serve as a vital link between the IoP and policing organizations—ensuring we remain responsive and informed about emerging issues, and provide guidance to address developing compliance issues, and advice on other opportunities for performance improvement.

## Additional Prescribed Matters

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I do not have any other prescribed matters to report on under this section.



# A Snapshot of the IoP's Work in 2024

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Creating a Policing Data and Knowledge Hub to Drive Intelligence-Led Decision-Making

Bridging Cultures: The Inspectorate's Commitment to Indigenous Policing



Building Strong Connections with the Policing Community



Forging National and Global Partnerships

Establishing Public Trust Through Transparency







## Creating a Policing Data and Knowledge Hub to Drive Intelligence-Led Decision-Making

In today's policing environment, where evidence-based approaches are essential, data serves as a critical asset that supports informed and effective decision-making.

High quality data and analysis are essential for understanding areas of public safety risk, the gaps that need to be addressed, and the best practices in police service delivery and governance that should be shared and embraced to improve performance across the Ontario policing sector. Accurate and timely data collection enables the IoP to identify emerging issues and trends,

measure policing performance and promote transparency through reporting and data sharing.

The IoP's data collection efforts and analysis are integral to supporting our modern oversight function, and to improving transparency that will enhance trust in our work. To lay the groundwork for collecting and leveraging data from all police services and police service boards in Ontario – something that has never been done at this scale before – the IoP is working on several simultaneous fronts. Over the next few pages are the IoP's significant efforts in this area.

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*“I find meaning in analyzing data to fulfill the IoP's strategic objective of propelling greater insights and foresights to address risks. I enjoy developing products to help my colleagues make data-driven decisions for improving Ontario's policing performance and thereby serving the public interest.”*

*-Bharat Sharman, Data Scientist  
Centre for Data Intelligence and Innovation*

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## Data Collection and Analytics Initiatives

This past year, the IoP set out to develop and test two data collection initiatives with Ontario's municipal police services and police service boards. The **Police Services Information Form (PSI)** and the **Police Service Boards Information Form (PSBI)** were designed both to test the IoP's collection processes and obtain data that will establish frameworks to support consistent information sharing and reporting from the entire policing sector. The data obtained through the PSIs and PSBIs provide **unprecedented access to a range of information** related to the size, composition, operations and resources available to police services and boards. Equipped with this knowledge, the IoP is better able to support the IG's legislated duties under the CSPA, including monitoring compliance by police services, boards and special constable employers. This data will also **establish a baseline from which the IoP can measure police performance and support continuous improvement** in the years to come. We also recognize that the policing sector has important work to do, so our approach to collecting data is one that minimizes operational and administrative burdens.

The IoP greatly appreciates the engagement and responses received from the initial nine municipal police services and seven police service boards that piloted this data collection initiative. Their feedback helped optimize and expand the administration of the PSI and PSBI to all municipal police services and boards in late 2024. The lessons learned from this pilot project will be applied to future data collection initiatives, all enabling the IoP to gather and analyze data in a high-quality, standardized, and replicable manner.

Through its advanced analytics capability – driven by a dedicated team of skilled data scientists and data specialists – the IoP is analyzing the data collected and has begun to share the preliminary insights with the pilot group of police services and police service boards through insightful interactive reports. Over time, we will share the insights with the entire sector, reflecting our commitment to

transparency and collaboration. This work marks a significant first step towards achieving our strategic objectives of propelling greater policing insights and foresights to address risks and improving policing performance in Ontario.

The **Policing Insight Statement** is a first-of-its-kind, IoP-administered survey that provides a voice for police services and boards to highlight **important initiatives, current internal and external challenges, and their impact** on policing service delivery and governance in Ontario communities.

The Policing Insight Statement provides an important opportunity for the IoP to hear directly from those doing the work of delivering and governing policing services in Ontario and **provides a clearer picture of the current state of policing across the province**. These insights also support the IoP's planning, prioritization, research, and investigation of key sector issues that enables the identification of leading practices to promote continuous improvement. Surveys were sent to all 43 municipal police services and police service boards in late 2024, providing each service and board with an opportunity to provide the IoP with their unique perspectives. Key findings from these surveys have been integrated into the State of Policing section of this Annual Report.

The IoP is currently working with the OPP, special constable employers, and First Nations police services that have opted-in to the CSPA on tailored data collection initiatives, including the Policing Insight Statement. These additional data collection initiatives will start rolling out in 2025. Naturally, establishing the IoP's data collection approaches will take time and will necessarily evolve with learnings. Our strategy is to build in increments, consistently evaluating our progress to ensure it meets our objectives, delivers analytical insights of value, and ultimately, supports the IoP's work to drive improvements in the Ontario policing sector.

## Implementation of the IoP's Case Management System

The ability to access important and accurate information in a timely way is a key ingredient to the successful operations of an oversight body with regulatory functions. To carry out the IG's legislated mandate effectively and efficiently, and leverage the data that the IoP collects to drive our risk-based compliance activities, a comprehensive Case Management System was built and implemented as part of the IoP's operational infrastructure.

In 2024, the IoP officially started accepting public complaints through the IoP's website, using its Case Management System. This system is the 'spine' that supports our mandated oversight activities, including:

- ➔ **Complaints intake, screening assessment, and assignment** to a member of the IoP's Investigations, Inspections and Police Service Liaison Unit for **investigation**, or, where the mandate of another policing oversight body is engaged by the complaint, the **referral** to either the Law Enforcement Complaints Agency (LECA) or the Special Investigations Unit (SIU).
- ➔ Leveraging analytics to provide clear, understandable information related to the **number, type, status, and progress** of complaints, inspections, and investigations.
- ➔ **Identifying trends and risks** to public safety and/or compliance with the CSPA that can inform the IG's monitoring and advisory functions, including whether a broader inspection or some other IoP intervention is warranted beyond the investigation of an individual public complaint. This includes the IG's ability to intervene in real-time to order another police service to deliver policing in an area when adequate and effective policing is not being provided, or when an emergency exists.

# Bridging Cultures: The IoP's Commitment to Indigenous Policing

Under the CSPA and for the first time in Ontario's history, **First Nation Police Services Boards can choose to opt-in to the province's policing legislation** after engaging in a process with the Solicitor General. By opting to come under the umbrella of the CSPA, First Nations police services would receive access to the same level of support as municipal police services while adhering to the same provincial laws, standards and regulations, as well as the mandates of Ontario's policing oversight bodies, including the IG's.

I appreciate that to build strong working relationships with First Nations police services and

boards, **our team must build a deep and respect understanding of the communities they serve.** An important part of the province's commitment to Indigenous Reconciliation is to apply our work in a manner that acknowledges the generational harm of the past, while forging a more culturally aware future. To ensure that dedicated attention and expertise is part of how we deliver on this component of our work, the IoP's structural design includes a dedicated First Nations Policing Liaison Unit (FNPLU). The FNPLU's focus is to ensure the culturally responsive application of the IG's duties and authorities under the CSPA, specifically for those First Nations police services and boards that have opted-in to the legislation.

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*“We work daily to understand the importance of history, culture, and tradition within First Nations communities – including how this history, culture, and tradition impact policing issues and the Inspector General’s compliance oversight mandate. Our dedicated First Nations Policing Liaison Unit is focused on applying our provincial oversight in a culturally respectful manner.”*

*-Ryan Teschner, Inspector General of Policing of Ontario*

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## The First Nations Policing Liaison Unit:

- ➔ **Provides support** to constituted First Nation boards, police services and chiefs of police, and applies the IG's advisory and monitoring mandate in a culturally responsive manner;
- ➔ **Supports the application of the IG's inspection and investigation mandates** in a culturally responsive manner that recognizes the unique First Nations context, thereby enhancing relationships and trust with First Nation communities as this work is carried out; and,
- ➔ **Facilitates the necessary training of the IoP team** to ensure that they have a cultural understanding of the history, resilience, and diversity of First Nations, Inuit and Métis people as they discharge their duties.

## Working Together with the Nishnawbe Aski Police Service and Board

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In September 2024, my team and I had the pleasure of meeting with the Nishnawbe Aski Police Service (NAPS) Board and senior police leadership. During this meeting, we explained my mandate and the approach that the IoP would be taking in executing my duties and authorities under the CSPA. This session served as a valuable exchange of information, as the Board and Service leadership shared meaningful insights into their work and the principles guiding their efforts on behalf of the communities they serve. I appreciated the opportunity to listen, provide information and answer questions, and open a dialogue as we embark on this new chapter in Ontario policing.

**In December 2024, the NAPS Board marked a historical milestone when it officially opted in and was constituted as a First Nation board under the CSPA.** The FNPLU is working closely with the NAPS Board and with NAPS's executive policing team to deepen relationships and provide support regarding the understanding and interpretation of the CSPA and its regulations. By opting-in to the CSPA, NAPS gains access to a modern oversight system that is culturally informed—an important step in strengthening trust and legitimacy in policing within the communities that NAPS serves. With NAPS now part of Ontario's policing oversight framework, the IoP will be able to, over time, develop a more complete and accurate picture of policing across the province, supporting better analysis, trend identification, and system-wide improvements. Ultimately, this helps ensure that more people across Ontario benefit from efforts to modernize and enhance public safety.



## A Focus on Culturally Responsive Training

FNPLU's work in 2024 was focused on equipping IoP staff with an understanding of Indigenous history and culture in Ontario, with a specific focus on how this history informs modern policing approaches and issues. Specifically, the IoP:

- ➔ Partnered with Ontario's Ministry of the Attorney General Indigenous Justice Division to provide **Bimickaway training** to all IoP staff. Bimickaway focuses on justice sector employees within the Ontario Public Service **to provide an awareness and understanding about the history of assimilative government laws and policies targeting Indigenous Peoples**. This training challenges participants to consider and face their own perceptions about Indigenous Peoples and Canada's history. Bimickaway will better inform the work that the IoP will engage in with NAPS and any other First Nations Police Board that may become constituted under the CSPA's opt-in framework in the future.
- ➔ Worked with the OPP's Indigenous Policing Bureau to participate in a three-day **Indigenous Awareness Training** course for IoP Inspectors, prior to initiating the issue-specific inspection of the Thunder Bay Police Service on the handling of death and missing persons investigations. **IoP Inspectors had the opportunity to learn about the history, beliefs, customs, and traditions of Indigenous Peoples**, as well as issues impacting Indigenous communities. Chief Michele Solomon of Fort William First Nation was a guest speaker, along with representatives from the Thunder Bay Indigenous Friendship Centre.
- ➔ Worked closely with NAPS and its Board **to develop a Nishnawbe Aski Nation (NAN)-specific cultural orientation** for IoP members. Through this exchange, the IoP is working to ensure that our staff develop an understanding of NAN's individual communities as they engage in their oversight activities, including inspections, investigations, and monitoring for compliance.

I am committed to providing IoP members with the tools and resources they need to fulfill our mandate in a culturally appropriate way. I believe this will support respectful and effective oversight interactions with Indigenous police services, boards, and the Indigenous communities they serve.





## Building Strong Connections with the Policing Community

The transition to the CSPA on April 1, 2024, marked an important modernization milestone for Ontario policing, police governance, and oversight. It was the first of literally a generation. When I assumed the role of IG, I committed to actively engage with the policing sector I oversee, to ensure they understood my mandate and how I intend to apply it, the role of the IoP, the new requirements under the CSPA, and to provide support in their transition to this new legislative framework.

In 2024, myself and members from across the IoP participated in various **local, provincial, and national meetings and conferences** where we provided information about my mandate, how the IoP approaches its work, our operations, and our priorities. These included conferences hosted by the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, the Police Association of Ontario, the Canadian Association of Police Governance, the Canadian Association for Civilian Oversight of Law Enforcement, and the Alberta Association of Chiefs of Police.

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*Over the past year, working with Inspector General Teschner and the Inspectorate of Policing has been instrumental in advancing our shared goals of enhancing policing performance and public trust. The IoP's commitment to transparency, accountability, and collaboration has set a new standard for modern policing oversight and effective governance in Ontario. Together, we are making significant strides towards a safer and more trusted policing environment for all communities.”*

*-Deputy Chief Roger Wilkie, 2024-2025 President  
Ontario Association of Chiefs of Police*

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## Inspector General Tours Across Ontario

In February 2024, I made a commitment to visit all 43 municipal police services and boards across the province, as well as the OPP. I believe it is **important for the IoP to meet one-on-one and in-person with both boards and senior policing command teams across the province** to introduce our team, share information about how we are approaching the delivery of my mandate, and hear about local challenges and opportunities directly from services and boards.

Through our “IG Tours,” my team and I had the privilege of **visiting 31 police services and boards across Ontario in 2024, with the remaining visits scheduled for 2025**. These tours proved invaluable, serving as a meaningful introduction to my role as IG, while also giving us direct insight into the realities of policing in different communities across the province. Many in the sector helped identify areas where further legislative change may be needed and offered thoughtful suggestions with respect to IoP priorities and operational approaches.

I was especially encouraged by how the Ontario policing sector welcomed us into their police headquarters and boardrooms. Meeting Ontario’s policing leaders in their own communities helps me and the IoP team better understand the unique challenges and opportunities they face.

Together, we engaged in **meaningful conversations about the future of policing and how we can collaborate to achieve our shared goal: making communities across Ontario safer**.





## Supporting Change through Insights and Advice

To support the policing sector's transition to the new legislation, I issued my first Inspector General Memo in August 2024 along with five Advisory Bulletins. These Advisory Bulletins are what I use to communicate about the new aspects or requirements in the CSPA and its regulations, and provide my interpretation as the regulator to help guide the Ontario policing sector. These Advisory Bulletins are a resource for police chiefs, police services, police service boards and special constable employers as they navigate Ontario's new policing legislation. The first five Advisory Bulletins addressed the following topics:

- **Advisory Bulletin #1 – How Policing is Delivered:** advice on how to apply CSPA requirements to address local service delivery and assistance between police organizations, including what notifications should be submitted to the IG (CSPA, sections 14 and 19).
- **Advisory Bulletin #2 – Right to Disclose Misconduct:** information on the new ability for members of a police service or special constable employer to report misconduct relating to their own police service or employer, including procedural requirements and the role of the IG in relation to this subject (CSPA, section 185).
- **Advisory Bulletin #3 – Conflicts of Interest Regulation:** information and tools to support compliance with the requirements set out in the new Conflicts of Interest Regulation which addresses when a police service should not investigate one of their own members, outlining key decision points and notification requirements, as well as the corresponding Ministry of the Solicitor General-approved forms.
- **Advisory Bulletin #4 – Board Member Code of Conduct Regulation:** information on key requirements for board members with respect to handling potential misconduct and conflicts of interest, including when the IG must be notified.
- **Advisory Bulletin #5 – Forwarding Complaints to the IG:** outlines a process that can be used by chiefs of police, police service boards, and others to forward matters to the IG where a complaint falls within the IG's mandate, as required by the CSPA (CSPA, section 108).

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*"The Inspectorate of Policing has emerged as a trusted and valued partner in supporting strong, transparent, and accountable police governance across Ontario. Their collaborative approach has helped police service boards navigate their evolving oversight responsibilities with greater clarity and confidence, reinforcing public trust in our institutions."*

*- Al Boughton, Chair Ontario Association of Police Service Boards*

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I recognize that many of the requirements in the CSPA are new, and how they are interpreted and applied will impact the policing sector and the public. For this reason, I am committed to providing advice that will assist the sector in improving their compliance and overall performance.

As the IoP gains further operational experience and insights, and through ongoing engagement with Ontario's policing sector, I will continue to share information and advice through these IG Memos and Advisory Bulletins to support the sector in meeting requirements under the CSPA and its regulations. This is part of **my commitment to maintaining open and transparent communication**, emphasizing risk mitigation and performance improvement. The IoP will be dedicated to a **"no surprises" approach, ensuring our work is constructive and never a game of "gotcha."** IG Memos and Advisory Bulletins are available on the IoP's website as a resource for all to access.

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*“The Inspectorate of Policing has already been instrumental in advancing modern and effective police governance in Ontario. Their dedication to transparency and accountability has significantly bolstered our efforts to ensure robust oversight and build public trust in our police services.”*

*- Lisa Darling, Executive Director, Ontario Association of Police Service Boards*

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## Forging National and Global Partnerships

In 2024, the IoP became the newest member of two important national police oversight organizations: **The Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) and the Heads of Police Oversight Agencies**. I was also honoured to be elected to the CACOLE's Board of Directors during its 2024 Annual General Meeting.

Being a member of these organizations **enables us to forge strong connections with the full panoply of provincial and federal policing oversight agencies across Canada**. This creates a forum for the IoP to participate in an ongoing knowledge exchange, identify common challenges and solutions, and bring back ideas to our own work in Ontario.

In addition to this, my team has established strong connections with organizations around the world that are invested in improved policing performance through modern oversight. We are honoured to have forged strong working relationships with **Chicago's Office of the Inspector General, Police Scotland, Policing Authority Ireland and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services**. We appreciate the ongoing willingness of these oversight organizations to share their perspectives. I am excited to continue our exchanges, learn from their insights, share our own experiences and ideas, and address common challenges together.

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*“The best part of my job is getting to collaborate with leaders in policing and police governance to identify and address challenges and opportunities to improve policing across the province. Building trusting relationships allows me to identify potential issues and find solutions that benefit police services and the people of Ontario.”*

*-Morgan Terry, Senior Manager of Strategic Initiatives  
Office of the Inspector General of Policing*

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## Establishing Public Trust Through Transparency

Transparency and openness about my mandate and the work of the IoP is at the heart of how we do what we do. Effective communication ensures that Ontario's policing sector, the government and the public are informed about the IoP's activities and findings, as well as decisions I am empowered to make to ensure adequate and effective policing in Ontario. **This commitment to transparency and accountability helps to build public trust and confidence in the oversight system**, ultimately increasing trust in Ontario's policing system – a key ingredient for policing by consent that is at the core of modern, democratic community policing.

The IoP's Communications Team is responsible for giving voice to my mandate and providing updates to the public and policing sector about the IoP's work through our website and social media channels (X and LinkedIn), responding to media questions, developing and issuing news releases, as well as creating content for stakeholder meetings, and presentations to the policing sector and more broadly.

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*“My work at the Inspectorate of Policing is driven by the goal of improving the safety of everyone in Ontario, which inspires me to continue serving the public. I’m reassured that Ontario is supported by a dedicated oversight body that is working closely with the policing sector to contribute to this vital mission.”*

*-Kiera Gentles, Administrative Coordinator  
Office of the Inspector General of Policing*

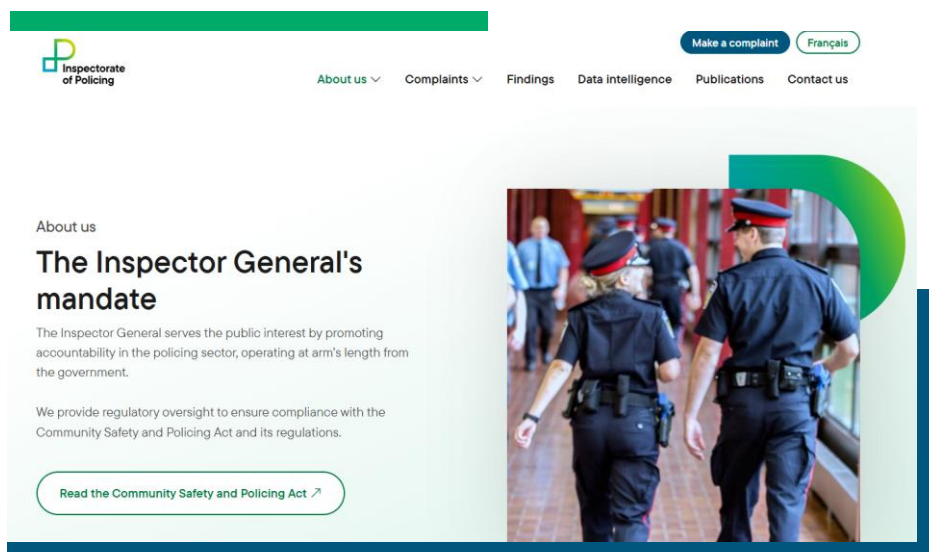
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## Empowering Public Engagement through the IoP's Digital Presence

The IoP's website serves as a mechanism for the public and policing sector to learn about my mandate, the role and responsibilities of the IG and IoP, and other current information relevant to the oversight of policing in Ontario. It is also the primary vehicle for the public to file complaints with the IoP and then track the progress of their complaint through the IoP's Portal. Findings Reports that flow from any of the IoP's inspections or investigations, and IG Decisions about what Directions or Measures to impose to remedy non-compliance will also be posted on our website.

Copies of the communications and advice I issue to the policing sector through my IG Memos and Advisory Bulletins are also posted on our website.

The IoP also has a social media presence, providing updates on our work in both official languages through our X (formerly Twitter) and LinkedIn accounts, which launched on April 1, 2024, and has already developed a strong following.



## Keeping the Public Informed through the Media

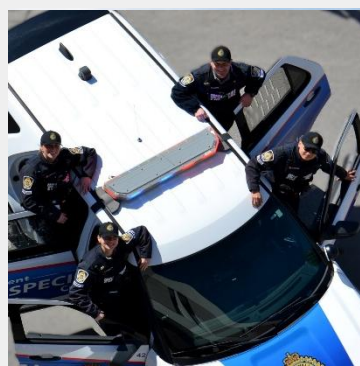
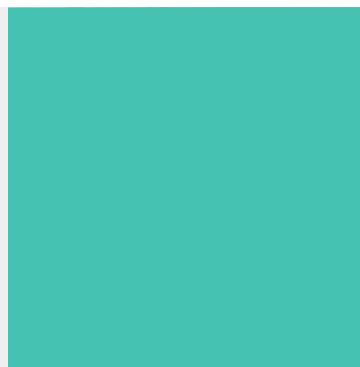
In 2024, the IoP addressed **dozens of media inquiries**, covering topics from the IG's new mandate and role in Ontario's policing oversight system, to questions about potential or active inspections or compliance issues. This active engagement with the media underscores the IoP's commitment to transparency and public accountability, ensuring that we keep the public informed about key developments and activities. Members of the media can reach the IoP's

communications team through a dedicated email address and can join a mailing list by signing up through the media page on our website. This allows members of the media to be alerted whenever the IoP issues a news release or publishes a report.



# The State of Policing in Ontario

The Inspector General of Policing's First Spotlight Report: Policing of Protests and Major Events



Pathways to Reconciliation : Indigenous-Focused Initiatives Across Ontario's Policing Sector

What We Heard from the Policing Sector



# Successes, Opportunities and Challenges

Every year, as part of the IG's annual report, I will be sharing a comprehensive picture of policing in Ontario. Over time, this 'state of policing in Ontario' overview will be shaped by several sources, including trends in public complaints received by the IoP, analyses on the arrangements for the delivery of policing across the province, inspection results, and independent research conducted by our Centre for Data Intelligence and Innovation.

Sections 14 and 19 of the CSPA require police service boards to notify the IG whenever they enter into an agreement with another police service or the OPP to provide a specific policing function or temporary assistance. These notifications are essential for ensuring transparency, accountability, and enabling the IG to maintain oversight of adequate and effective policing across Ontario.

Together, these sources will help the IoP in painting a more accurate picture of how policing in Ontario is delivered, including potential challenges and risks that can inform future inspections and other IoP oversight interventions.

In this year's Annual Report, I am focusing on highlights from the IoP's first-ever Spotlight Report on Public Order Maintenance, which reviewed all municipal police services and the OPP. In late 2024, we also launched the IoP's Policing Insight Statement which was sent to Ontario's 43 municipal police services and boards. Their responses gave us valuable insight into the challenges they are facing and the steps they are taking to improve policing and better serve communities across Ontario. Common challenges and successes that they shared through their completed statements have also been highlighted in this section.



## First Spotlight Report: Policing of Protests of Major Events

Often sparked by provincial, national, and global issues, Ontario has seen a rise in protests and demonstrations that require increasing police resources.

Between May 2023 and February 2024, the IoP conducted an inspection to ensure compliance with provincial Public Order Maintenance requirements, focusing specifically on public order unit (POU) standards by all municipal police services and the OPP. This inspection was conducted under the former *Police Services Act*, prior to the implementation of the CSPA and the

establishment of the IG's authority. It also served as a 'trial run' for the IoP's new inspection methodology before official inspections under the CSPA began. Given these circumstances and the continued relevance of the inspection's analysis to the policing sector and Ontario government, **the findings were published in a broader, Ontario-wide context, along with 12 recommendations directed to police services, boards, and the Ontario Ministry of the Solicitor General.**



## The Findings and Recommendations

**The IoP's first Spotlight Report** includes my recommendations to ensure Ontario's policing sector can continue to meet the growing demand and complexity of public protests and demonstrations while delivering effective, community-focused policing.

Overall, I concluded that **the state of public order policing in Ontario is strong**. The legal and governance infrastructure that should surround POU and their operational work is generally in place in the form of police service board policy and governance, chief of police procedures and direction, and operational planning processes. Ontario POU have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances.

However, I note that **there are signs of strain within the system**, such as officer well-being and difficulty recruiting new members to join POU, the increased cost of policing, and some services not having a debrief as part of their post-event process.

In line with my commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery, the Spotlight Report was publicly released and published on the IoP's website in May 2025.



Highlights of the Spotlight Report's findings include:

- ➔ POU deployments in Ontario have **increased over 184 per cent** between 2018 and 2022.
- ➔ Despite the increase in deployment trend, there were **no situations** where current POU resources – either from the 'home' police service or a cooperating police service – were unable to respond to an event within a reasonable amount of time.
- ➔ At the time of inspection, public order maintenance was delivered **through 11 dedicated POUs**, which were provided across the province by **ten municipal services and the OPP**, leaving many services relying on another police service to deliver this core function through a cooperative agreement.
- ➔ The inspection discovered **a few challenges**, including recruitment of new officers into POU units and the strain on existing officers given the increasing demand, minor inconsistencies between the Chief's procedure and the local board's policy, and a lack of a debriefing process after a public order event.

To further strengthen Ontario's leadership in public order policing and enhance overall performance, I issued a series of recommendations to the policing sector and government. These include:

- **Strengthening Ontario's Public Order Response by Formalizing the Ontario Public Order Hub:** The Hub – made up of the OPP and the 10 municipal police services with public order units – plays a vital role in coordinating police deployments for large or unexpected public events across the province. To build on its success and ensure long-term sustainability, I strongly recommend that the Ministry of the Solicitor General make the Hub a permanent fixture of Ontario's policing system which could occur through amendments under the CSPA.
- **Ensuring All Communities Have Access to Public Order Policing:** Municipal police boards who do not have their own POUs must ensure they have valid agreements in place to have another board or the OPP Commissioner provide POU services, in compliance with section 14 of the CSPA. Police services, governed by local police service boards, must maintain a constant state of readiness to ensure public safety is delivered, particularly when unpredictable mass gatherings occur in local communities.
- **Enhanced Training for Public Order Unit Officers:** Under the CSPA, all officers assigned to POUs must now complete mandatory training on safe crowd management and maintaining public order. I recommend police services go beyond this requirement by offering additional training tailored to the specific communities and contexts in which they operate. This could include culturally sensitive approaches that support better communication and more effective management of public events.
- **Further Integration of Partnerships into Public Order Responses:** POUs reported that working with external emergency partners such as fire services and medical professionals improved safety for both the public and police during large events. I recommend police services formalize these relationships through written agreements that clearly outline roles and expectations, and that the Ministry of the Solicitor General eventually make these agreements a requirement under Ontario's policing regulations.

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*“The reality is that the scope and magnitude of public order events are taking on a new shape. This new shape makes it evident that public order policing is a whole-of-province priority and responsibility. With this responsibility, comes a need to open up important discussions on how to sustain the “some delivering for all” approach to public order policing in the long-term. To maintain the highest level of public order policing provincially amid rising demand and complexity, we need to invest in it appropriately to ensure it is not stretched too thin.”*

*- Inspector General of Policing's Spotlight Report: Policing of Protests and Major Events: Public Order Maintenance in Ontario (2023 -2024)*

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## Future Spotlight Reports

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I commit to publishing future Spotlight Reports to further develop the overall provincial picture of policing and police governance on various topics of interest to the policing sector, the government, and the public. We will shine a constructive light on any compliance shortfalls we discover, identify how to improve compliance and performance overall, and promote leading and promising practices across jurisdictions so that Ontario can continue to distinguish itself as an international policing and police governance leader.



## What We Heard from the Policing Sector

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The IoP has created various channels to ensure we have our finger on the pulse of Ontario's policing sector and keep open lines of communication with police services, the boards that govern them and special constable employers. This allows us to quickly identify compliance issues early on and steer them in the right direction before they become problems that impact public safety.

In 2024, I visited 31 of Ontario's 43 municipal police services and boards in the local communities that they serve. During each one of these visits, I actively listened to police chiefs, deputy chiefs and senior policing leaders, board members, and other stakeholders who generously shared their perspectives, successes, and challenges in meeting demands and public expectations. What I heard was inspiring, informative, and helpful in directing my focus as IG towards the unique opportunities and challenges across the province.

Over the next few pages, I highlight some of the common challenges that services and communities of all sizes are facing across Ontario's diverse policing landscape. As a testament to the dedication and determination of the sector in addressing each of these challenges head on, I am also highlighting several impactful initiatives that are already making a real difference.

I would also like to acknowledge that this is not an exhaustive list, and some initiatives may be offered in similar variations by services that are not explicitly mentioned below. However, those captured here represent shining examples of innovation and commitment to providing adequate and effective policing service to all Ontarians, especially the most vulnerable in our communities. I will continue to use my Annual Report to profile more examples of how Ontario's police services and boards are delivering on their public safety mandate.

## Officer Wellness and Resource Strain

Police services at both municipal and provincial levels are facing significant challenges related to officer wellness. Increased short and long-term absences due to stress and psychological injury are straining staffing and resources, contributing to employee burnout and lower morale. This issue is particularly acute for smaller services with fewer frontline staff, resulting in gaps in service delivery and further impacting the wellness of remaining members. Wellness-related staffing shortages sometimes require services to operate on a priority response basis, limiting their ability to be proactive and preventative in communities, offer specialized services for complex needs, and engage more deeply with the residents and organizations they serve.

Facing these realities, police services have implemented various strategies and approaches that promote health and wellness among their membership and effectively reintegrate officers into the workplace after short and long-term absences.



One of these approaches include **Barrie Police Service's** mental health incentive that encourages members to make use of their psychological benefits to earn eight hours of lieu time once benefits have been accessed.



The **Chatham-Kent Police Service** has already experienced the benefits of a dedicated Health and Wellness Coordinator that helps develop, implement, and evaluate a variety of wellness strategies, by seeing a reduction in sick days, improved performance, morale, and job satisfaction, risk reduction and cost savings. The focus on officer wellness has also created a more accepting and understanding organization surrounding the stigma of mental health.



**Cornwall Police Service's** Community Safety Officer positions are staffed by officers returning to the workplace following short- and long-term absences. This operational area provides two important benefits: providing meaningful work to officers reintegrating into the workplace, and diverting low priority calls for service away from the frontlines and alleviating the burden on the community patrol division.



## Officer Wellness and Resource Strain



By prioritizing hiring of sworn and civilian members to meet growing operational demands, the **Ottawa Police Service's** staff stabilization strategy has led to improved morale and reduced workload for existing members. Launched in March 2024, Ottawa's expanded District Special Constable Program has taken on a range of duties – from helping with mental health hospital escorts to managing road closures and crime scene security – and responded to 940 calls for service in 10 months, saving more than 2,540 hours of frontline duty that can be reallocated elsewhere.

Experienced Ottawa Police Service officers also help instruct law enforcement personnel from across the province at the newly established Eastern Ontario Special Constable Training Centre (EOSCTC), a cutting-edge facility that provides comprehensive, practical training that is both provincially mandated (e.g., annual use of force certification) and specialized in a range of legal and tactical subjects (e.g., Scenes of Crime Officer course). By learning from those who have been in the field and understand the modern challenges that officers face, EOSCTC trainees are better equipped to meet demands through training that is current and effective.



**EOSCTC**  
EASTERN ONTARIO  
SPECIAL CONSTABLE  
TRAINING CENTRE

The promising outcomes of these initiatives highlight the reciprocal connection between officer wellness and available resources to meet demands for service.



## A Unified Crisis Response is Needed for Vulnerable Communities

A prominent theme identified by most services and boards involves police officers responding to individuals experiencing a constellation of often intersecting issues related to mental health crises, addictions, and homelessness. These complex cases require significant and increased support from other emergency, social and health-related services to alleviate the burden that is disproportionately placed on police to respond 24 hours a day, 7 days a week, 365 days a year. Police services and boards have also highlighted that in the absence of effective, long-term, and holistic solutions, law enforcement often becomes the default response – even when it may not be the most suitable one.

Responding to these human and complex matters places significant strain on police service members and stretches limited resources thin.

Many police services are addressing this challenge through various alternative response initiatives that deploy units comprised of police officers and qualified social and health service professionals to respond to calls involving individuals experiencing a mental health crisis.

However, many services have noted that a lack of consistent, long-term funding can jeopardize the sustainability of these programs.



### **St. Thomas Police Service's** CRU-SADER Youth

Engagement Initiative focuses on the health and well-being of vulnerable youth, including children at risk of victimization or engaging in criminality, and establishes ongoing positive connections between police officers and young people in the community.

This strategy sees the St. Thomas Police Service and Canadian Mental Health Association (CMHA) Mobile Outreach Support Team work closely with social workers to engage vulnerable youth in non-traditional programming in environments outside of a school setting. By working together with parents, this initiative also addresses trending issues with community-based solutions to build positive relationships and prevent criminality among at-risk youth.





## A Unified Crisis Response is Needed for Vulnerable Communities

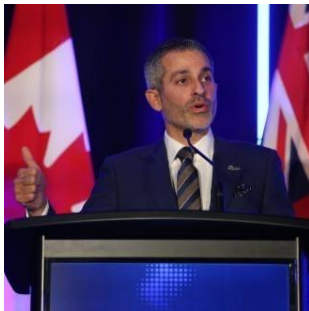


**The Toronto Police Service** Mobile Crisis Intervention Team (MCIT) partners specially trained police officers with mental health nurses from six healthcare networks and hospitals across the city. The program consists of 25 police officers, and 35 full-time, part-time, and casual mental health nurses, and operates in 16 divisions across Toronto. When MCIT attends a call, they will make an immediate on-site clinical assessment of the person in crisis and arrange an appropriate follow-up service or referral. The MCIT's mandate is to enhance the quality of service delivered to persons experiencing a mental health crisis and remove these individuals from serious harm to themselves or others. Since 2021, the Toronto Police Service has responded to over 30,000 mental health-related calls a year. In 2024, MCIT responded to 6,323 events and diverted 4,128 interactions from involuntary hospital attendance.



The **Barrie Police Service** successfully piloted their CARE team (Community Alternative Response and Engagement), which dispatches paramedics and CMHA crisis workers to social disorder calls where weapons are not present. This is an evidence-based approach, modelled after measured and effective programs in the United States. These responses allow a more comprehensive and client-focused approach to complex critical cases and assist the most vulnerable members of our communities to make sure the right care is provided by the right service in a timely way. Data shows that CARE was able to dedicate nearly 1,000 frontline hours to individuals in crisis in the City of Barrie since October 2024. It has successfully diverted 230+ calls for service away from police and found that nearly 60% of clients served were not previously connected with mental health supports.

“



*“I believe that those who put a uniform on every day, who have to run towards danger so the rest of us can run away from it, are heroes, and that those that support the front-line also play an integral role in keeping us all safe.*

*I also believe that those who invest their time in bettering the police governance that communities rely on to ensure police services are delivered in a manner that aligns with community needs and priorities, are giving their time to a noble cause.”*

*- Ryan Teschner, Inspector General of Policing of Ontario at the Employment and CSPA Summit, February 2024*

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## Repeat Offenders and Judicial Processes

Court backlogs and the presence of repeat offenders in the legal system have been identified as significant challenges for Ontario's police services. A significant proportion of municipal police services identified some of the more specific concerns they are observing in the criminal justice system, including:

- The bail system that is seen to criminalize individuals with complex health and social issues, but ineffectively address criminality and recidivism, especially among perpetrators of intimate partner violence (IPV) and auto theft.
- Significant court backlogs and disclosure requirements that increase officer time spent in and preparing for court, reducing frontline capacity and increasing overtime costs. One police service also highlighted the negative impact on victims who must continually relive their experiences by preparing for and attending court proceedings that are often delayed.

Several Ontario police services have developed unique initiatives in an effort to address these issues, and some of the crime trends that underlie them, including:

- ➔ Police services of all sizes such as **Owen Sound, LaSalle, Windsor, and York Regional Police Services** have created bail compliance and warrant apprehension (BCWA) units comprised of both sworn and civilian members to track repeat offenders and ensure bail conditions are being followed. Due to the proactive efforts of the Owen Sound Police Service BCWA, as one example, the number of individuals charged for reoffending while out on bail in 2024 (156) was almost double the number of apprehended reoffenders in 2023 (80).



*Joint BCWA unit with Windsor and LaSalle Police Services.*

- ➔ **The Ontario government** launched its Provincial Bail Compliance Dashboard – a new tool designed to help police services monitor and manage high-risk offenders who are out on bail for firearms-related offences. The dashboard allows police to consolidate and share real-time information about individuals on bail, improving situational awareness and enforcement of bail conditions right across the province. It is currently being used by the **OPP, Toronto, Peel, York, and Guelph Police Services**, with availability extended to all municipal and First Nations police services in Ontario.

## Repeat Offenders and Judicial Processes



The **OPP** has launched several units and projects dedicated to addressing various aspects of this multifaceted challenge. The Detachment Abuse Issues Investigator (DAII) program created 70 specially trained detective constable positions across the province. Their presence within OPP detachments is essential to ensuring members are equipped to recognize, respond to, and thoroughly investigate incidents of abuse, all while prioritizing the needs and safety of victims and survivors through trauma-informed and victim-centered lenses.

Part of their larger Bail Support Team, the OPP expanded the Repeat Offender Parole Enforcement (ROPE) Squad from 5 to 10 teams strategically deployed throughout the province to apprehend high-risk offenders who are unlawfully at large. This enhancement contributed to a record number of 1,583 arrests of high-risk offenders in 2024 – a 30 per cent increase over 2023.

Pooling resources with police services across the Greater Toronto Area and Criminal Intelligence Service Ontario, the OPP also established a Provincial Carjacking Joint Task Force (PCJTF) which was an interim initiative from December 2023 – March 2024 that led to significant arrests, charges, seizures and recovery of vehicles and firearms. Through inter-provincial and national collaboration, the OPP's Provincial Auto Theft and Towing (PATT) Team launched Project Vector, which disrupted the illegal exportation of stolen vehicles at the Port of Montreal. As of March 2025, Project Vector has recovered 1,591 vehicles stolen from both Ontario and Quebec that are connected to various types of crimes, including carjackings and home invasions, with a value of more than \$130.5 million.



**Brantford Police Service** established a civilian Crown Disclosure Team to streamline processes for all required disclosure documents, ensuring that the Crown's Office receives comprehensive and complete disclosure packages prior to court appearances, reducing subsequent requests and improving efficiency of criminal justice proceedings and outcomes.

## Financial and Operational Challenges to Modernize Policing

As communities grow and policing needs become more complex, police services and boards continue to point to the rising costs of policing as a significant challenge. This is especially so for smaller police services that provide policing to neighbouring communities and struggle with sustainable funding sources.

In a range of policing operations, technology has proven to drive effectiveness and efficiency. Balancing fiscal responsibility and increasingly sophisticated operational demands also complicates efforts to modernize aging infrastructure and invest in much-needed technology, including mandatory upgrades to communications systems, the roll-out of body-worn cameras, the use of virtual reality training approaches and expanding data and analytical capacity.



One innovative example of a police service tapping into emerging technology is a program founded by the **Belleville Police Service** called CAMSafe. More than one dozen municipal police services, including **Hanover, Ottawa** and **Waterloo**, have worked together with municipal and community partners to introduce this no-cost program where residents and business owners can register their personal security cameras and consent to provide police services with relevant footage that can assist with criminal investigations. The program has also been adopted province-wide by the **OPP** and has received endorsement by the **Ontario Association of Chiefs of Police (OACP)**.



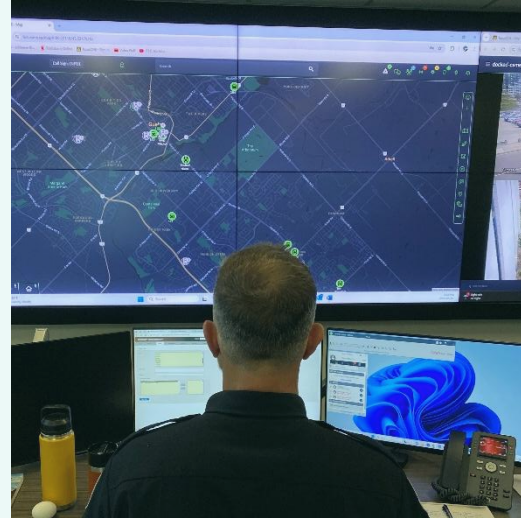
**Cornwall Police Service's** Digital Evidence Management Unit was established to modernize administrative processes that support front-line officers in their efforts to keep the community safe. Comprised of three dedicated members, the Unit ensures the efficient operation and organization of a newly adopted digital evidence platform. By liaising with community stakeholders, leveraging modern technology, and continuously seeking innovative solutions, the Unit plays a key role in enhancing both the investigative process and court proceedings.



## Financial and Operational Challenges to Modernize Policing



Leveraging integrated camera feeds from multiple sources, the **Guelph Police Service** has established a Community Safety Operations Centre (CSOC) to increase community safety in the downtown core. Using innovative software, the CSOC provides frontline officers with guidance on the appropriate response to calls generated within camera boundaries, including the dispatch of available units or diverting non-emergency calls for later follow up and investigation. Since its inception, the CSOC has significantly reduced citizen wait times and delays in suspect identification, reflecting efficient issue resolution and streamlined communication.





## Staffing Strain and Need to Better Meet Growing Diversity in Communities

Police services and boards identified several common staffing challenges that are being experienced across Ontario, particularly in recruiting and retaining adequate personnel levels to meet both increasing and increasingly complex demands. Succession planning and leadership development are also significant issues, as a high number of new hires results in a younger, less experienced workforce, with fewer seasoned officers available to supervise, mentor, and train newcomers.

Police service boards, like the services themselves, face high rates of board member turnover. This turnover reduces the return on investment for the completion of the CSPA's new mandatory training requirements, and leaves critical gaps in skills, institutional knowledge, and momentum that impact the effectiveness and efficiency of a board's governance functions.

Additionally, both services and boards emphasize the importance of ensuring their members are representative of the diverse communities they serve. They recognize the need for inclusive policing approaches to better reflect and address the growing diversity within their communities. Taking action on this front, police services have developed creative approaches for increasing inclusive policing within their communities:



➔ **Peel Regional Police (PRP)** has launched two unique recruitment strategies to address challenges related to staffing and diversity:

- **Experienced Officer (EO) Incentive Program:** Developed in collaboration with the PRP Police Service Board and the Peel Regional Police Association, this program offers a financial reward to members who refer experienced police officers that are successfully hired by PRP, which costs significantly less and saves approximately 37 weeks of training time compared to a new recruit. PRP has been successful in hiring 11 EOs over the past two recruit classes, resulting in immediate cost savings and improved efficiency of staffing.
- **30x30:** In October 2024, PRP was the first service in Ontario (and sixth in Canada) to take the 30x30 Initiative Pledge, which is part of an international movement to increase the representation of women in police recruitment classes to 30% by 2030, and to create a culture that intentionally supports the success of qualified women officers throughout their careers. Other outreach events like the FIT Bootcamp Mentorship Program for Women, Ladies' Night Information sessions, and the Women in Policing Symposium reflect PRP's commitment to ensuring visibility and support of female members.

## Staffing Strain and Need to Better Meet Growing Diversity in Communities



The **Ottawa Police Service** Recruitment Strategy focuses on increasing diversity by actively engaging with underrepresented communities through targeted outreach and recruitment initiatives. It includes mentorship programs and support networks to assist candidates from diverse backgrounds throughout the application process, as well as application fee waivers and financial assistance for training and educational programs to ensure that qualified applicants are not deterred by economic constraints. By prioritizing equity, diversity, and inclusion, the strategy aims to build a police force that mirrors the multicultural makeup of Ottawa, thereby enhancing its ability to serve the community effectively.





## Transitioning to the New Requirements of the Community Safety and Policing Act

Several police services and boards expressed difficulties related to allocating resources (i.e., personnel, time, and budget) to understanding, developing, implementing, and tracking changes to policies and procedures in accordance with new requirements under the CSPA. Many boards, particularly smaller ones with fewer resources, expressed a need for full-time administrative support and enhancing analytical capacity to assist with this transition. These more short-term, operational needs can impact boards' ability to set and monitor the achievement of long-term strategic goals.

Municipal police service boards also commonly cited a lack of understanding of their governance roles and responsibilities by members of the public, local municipal and regional councils, as well as the police service. To remedy this, several boards noted plans to increase public engagement, outreach, and education through their website, holding town halls and community events, and administering community surveys.

- ➔ Some police services and boards are demonstrating leadership in the development of thoughtful policies and processes that address new CSPA requirements and add value to the board's governance function. For example, the **Halton Regional Police Service Board** became the first in the province to adopt a policy for the Provision of Adequate and Effective Policing under the CSPA. This new policy focuses on community safety through assessing, establishing, verifying, funding, and modifying the police service's capabilities and responsiveness as well as the strategic outcomes of policing functions. The Board's approach to ensuring the delivery of adequate and effective policing occurs through a lens that takes into consideration the unique circumstances of the local community, comparator communities, and best practices. The Policy will be regularly reviewed and updated, ensuring it remains relevant and achieves its governance aims.
- ➔ The **Chatham-Kent Police Service** has undertaken a comprehensive and strategic transition to align with updated requirements of the CSPA, including updating policies and procedures, enhancing officer training to meet or exceed requirements, investing in new and enhanced safety equipment for responding officers, and increasing public education efforts to promote awareness and compliance. In addition, the Service has established key documents and processes that they have actively shared with the sector to facilitate their transition to the CSPA, including a Special Constable Request for Appointment form and a framework for performance evaluation of the Chief of Police by the police service board.

Through its Police Service Advisors, the IoP is working closely with boards to provide advice, understand new requirements under the CSPA, and support them through this transition.



## Pathways to Reconciliation: Indigenous-Focused Initiatives Across Ontario's Policing Sector

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Front-line policing to First Nations communities is provided through a variety of service delivery models, including direct policing by:

- A First Nation police service or municipal police service under the CSPA;
- The OPP;
- Options established through tripartite agreements under the federal First Nations and Inuit Policing Program.

The following initiatives reflect the policing sector's ongoing commitment to serving, engaging with, and learning from Indigenous communities, while also advancing meaningful pathways toward truth and reconciliation within Ontario's policing landscape.



The **Greater Sudbury Police Service** has expanded an Indigenous-focused initiative to support identified at-risk Indigenous youth. In collaboration with Sudbury Restorative Justice, these youth are referred to the two-week Mooz Akinooonmaaget Maa Aki (Moose Hunt) program, which is facilitated by Elders, mentors, and the police service's members. By integrating Indigenous traditions and restorative justice practices, this program provides a supportive and culturally responsive environment for youth, reinforcing the police service's commitment to community-led programs and positive youth development.



The **Toronto Police Service Board** established an Indigenous Engagement Advisor position to develop, lead, and implement board engagement strategies with First Nations, Inuit, and Métis members of the diverse urban Indigenous community of Toronto, including youth, Elders, and Knowledge Carriers, and Treaty and Territorial Rightsholders. Since the implementation of this role, members of the Indigenous community have been actively involved in both the Board's policy development and the shaping of its strategic plan. This engagement has ensured that Indigenous voices, experiences, and priorities are not only heard, but meaningfully reflected on issues ranging from systemic racism to mental health, youth well-being, and accountability. The involvement of the Indigenous Engagement Advisor continues to guide the Board in building relationships rooted in respect, reciprocity, and a shared commitment to reconciliation.



Operation Northern Exposure 2024 was a 5-month outreach opportunity involving the **NAPS**, the **Halton Regional Police Service**, **Peel Regional Police** and **York Regional Police** and supported by the **Ontario Association of Chiefs of Police**. Officers from southern Ontario were deployed for two-week periods to join NAPS officers in the northern communities of Kashechewan, Fort Albany, and Attawapiskat and learn about Indigenous culture, strengthening police-Indigenous relationships, and supporting truth and reconciliation efforts. The exceptional partnership between police services allowed officers to build positive relationships with their NAPS counterparts as they created strong bonds with band leaders and residents and learned more about community policing in Indigenous communities. Listening to survivors, families, and elders taught officers how important it is to consider the history of each community when interacting with them.



*Peel Regional Police officers delivering donated toys to northern communities as part of Operation Northern Exposure. Source: Ontario Association of Chiefs of Police*



# Looking Ahead

The IoP's 2024-2027  
Strategic Plan

Establishing  
the IoP's  
'Centre of  
Excellence'

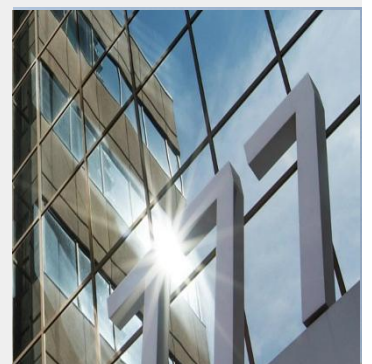
Building a  
Policing  
Performance  
Measurement  
Framework



Transforming  
Compliance:  
Releasing our  
Enhanced  
Monitoring  
Framework

Preparing for a  
Thematic  
Inspection:  
Police Response  
Times

Enhancing  
Border Safety:  
Monitoring  
Ontario Police  
Operations



# The IoP's 2024-2027 Strategic Plan

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In April 2025, coinciding with the first anniversary of our operations, the IoP released its inaugural Strategic Plan. This Plan serves as a roadmap, guiding the IoP in fulfilling its mandate and achieving its vision over the next three years. It outlines our strategies and the specific actions we will undertake to create a lasting, positive impact on Ontario's policing sector and the diverse communities we all serve. The Strategic Plan is available to the public on the IoP's website.

Over the next three years, the IoP will focus on three key objectives:

**We will improve Ontario's policing  
performance and set a global  
benchmark**

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**We will serve the public interest**

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**We will propel greater insights and  
foresights to address risks**

The IoP is now establishing key performance indicators (KPIs) for each objective in our Strategic Plan. Once we establish our KPIs, we will detail them and our achievements in my future annual reports, tracking our progress.



# Establishing the IoP's 'Centre of Excellence'

The IoP's vision is to **improve policing performance to make everyone in Ontario safer**. To achieve this, we must create the conditions for Ontario's policing sector to go beyond mere compliance and strive for excellence.

Establishing a **Centre of Excellence** within the IoP has been woven into our foundation since our inception and is a core deliverable in our Strategic Plan. Our goal is to significantly impact the policing and police governance landscape in Ontario by promoting best and leading practices while driving continuous improvement.

Two core principles are at the heart of what the IoP's Centre of Excellence will achieve:

- **We want to share what is already there** through identifying and promoting leading practices that already exist and have the potential to benefit all Ontario police services and boards; and,
- **We want to look around corners** by conducting research and engaging with police leaders to proactively tackle emerging issues and identify potential solutions.

The IoP team has begun work on the key pillars and functions of a Centre of Excellence. The first pillar will be to **identify and advise on leading practices, including resources and information related to police operations and its governance**. The IoP will share local knowledge and practice for wider provincial benefit and also provide the IoP's commentary and advice for improvement to raise the collective bar across the province.

Second, we are developing the concept for an **IoP Advisory Collaborative**, which would bring together **expertise and experience to support capacity building for police service boards and**

**chiefs of police**. This Advisory Collaborative would be a partnership between the IoP, the Ontario Association of Police Service Boards and the Ontario Association of Chiefs of Police that would work with the mandates and strengths of our respective organizations to provide holistic, responsive supports for boards and chiefs of police that leverage peer networks and resources as appropriate to address specific challenges and gaps. Here, the collective power of the IoP, as a provincial policing oversight body, and participating associations can be applied for local benefit.

Third, we will seek to tackle **significant and cross-sector issues and identify actions to improve performance by hosting Ontario's policing sector at an annual Inspector General of Policing Roundtable** that will be issue-specific and action-oriented. The Roundtable will create an important forum to share research, trends, experiences, and lessons learned to arrive at concrete next steps that will improve performance across Ontario's policing sector overall. Not only would the IoP actively ask if and how we can help drive or make improvements, but we would aim to bring together provincial and national knowledge and expertise for the benefit of all Ontario police services and boards, to address an identified topic.

Finally, we will create an **IoP Advisory Council — a channel for ongoing sector input, subject matter expertise, and advice on the IoP's work**. The Advisory Council will include cross-sector representation and will advise on the development and effective implementation of IoP initiatives, from research and data collection to inspections, ensuring our work adds the greatest value for the sector we oversee, and the public we serve.

# Building a Policing Performance Measurement Framework

In April 2024, I committed to developing a Policing Performance Measurement Framework for Ontario. The Framework will increase the IoP's understanding of how well police services and boards are performing, how adequately and effectively policing services are being delivered locally or provincially and highlight areas of strength and potential intervention. **The Framework will also help strengthen public confidence and trust through transparent reporting on performance across the sector.**

The performance measurement experts at the IoP have made significant strides in creating an evidence base on which our Framework will be premised. This work has included:

- **Conducting a comprehensive environmental scan of national and international police performance measurement frameworks**, analyzing these frameworks to identify components of interest, and reviewing academic literature, reports from auditors general and Ontario's Office of the Chief Coroner, as well as reports of commissioned inquiries, to ensure that our work is informed by an understanding of relevant research and evidence.
- **Engaging with policing research experts from academia, and international organizations** involved in police performance measurement from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and Police Scotland, to gain a broader perspective as well as understanding key lessons learned in undertaking the development and application of a performance measurement framework in the policing context.

The development of a Policing Performance Measurement Framework for Ontario policing is an entirely new and important body of work. The Framework will take time to build, and to get right. Therefore, **we will build our Framework incrementally, constantly testing what we have done to ensure it achieves our goals and provides value to the public and the Ontario policing sector.** The Framework is one important area that will bring to life the IoP's vision of data-informed decision-making that drives improved overall performance in Ontario policing. It will also serve as an important source of information to identify emerging risks in the sector so that we can apply the right tools in our oversight toolbox to effectively address them.

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*“I am proud and excited to be part of a team that is committed to driving improvements in policing for everyone at the table – the public, police services, boards, and the dedicated officers who keep us safe. It is deeply fulfilling to apply my expertise as an applied police researcher to making a positive impact in my own community and across the province.”*

*-Dr. Paula Di Nota, Senior Performance Measurement & Reporting Analyst  
Centre for Data Intelligence and Innovation*

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# Transforming Compliance: Releasing our Enhanced Monitoring Framework

An important and unique ingredient to the execution of the IG's mandate lies in the dedicated efforts of our Police Services Liaison Unit. This Unit provides **essential monitoring, advisory, and liaison services** to support all Ontario police services and boards, as well as special constable employers and prescribed policing providers. The members of the Unit are at the forefront of helping the sector adapt to the requirements of the CSPA and its regulations, providing advice to assist with ongoing compliance and performance improvement, and are the 'face' of the IoP's work as it unfolds in the communities where policing and its governance takes place.

Our Police Services Advisors work to ensure that:

- Emerging issues that could impact the delivery of adequate and effective policing in Ontario are quickly identified, and monitor to confirm that corrective action is being taken locally; and,
- If issues are substantial and resolution does not seem likely, these issues are escalated so that additional corrective action can be taken locally, or, if necessary, by the IG through the application of the authorities available under the CSPA.

To ensure a consistent approach to overseeing the entities under the IG's mandate, the IoP is developing an **Enhanced Monitoring Framework**. This Enhanced Monitoring Framework will detail actions the IoP will take when either identified compliance issues remain unresolved, there are indicators of board governance dysfunction, or systemic issues exist within a policing entity. Our Enhanced Monitoring Framework is being

designed to support compliance, with a **strong focus on identifying, assessing, and mitigating risks before they impact public safety**.

When an entity moves into "enhanced" monitoring, the IoP will provide additional supports to address the identified concerns, and will:

- **Notify the entity**, including reasons for enhanced monitoring and a specified review period;
- **Increase involvement** by the assigned Police Services Advisor and other members of the IoP, if applicable; and,
- **Create an action plan** between the entity and the assigned Police Services Advisor, including defined actions and timelines to remedy areas of concern and ensure compliance.

Our Enhanced Monitoring Framework will be founded on the key principles of independent oversight, transparency, and collaboration.



## Preparing for a Thematic Inspection: Police Response Times

When the public calls on the police to protect them, every second counts. Response time – the time it takes for the police to respond to emergency and non-emergency calls – is an important indicator of police performance. It is also an indicator that can impact public confidence in local policing. In recent years, police services, police service boards, and communities across the province have identified response time as a critical issue. We have also observed this issue as a trend in complaints the IoP has received from the public about adequate and effective police service delivery, as well as in the responses of police chiefs and boards to our Policing Insight Statement survey. Clearly, there is wide interest in examining police response time more closely.

The IoP's work on police response time in Ontario **reflects our commitment to meeting the needs of the public and using our oversight mandate to address the most urgent challenges in Ontario policing.** We recognize that addressing such a large-scale issue takes time and will not be resolved by a one-size-fits-all solution, so we will engage in several activities to create a thoughtful and evidence-based approach to our work in this area.

We have already begun by conducting independent research on the topic of response times, including a literature review and jurisdictional scan to gather available information on response times from all 43 municipal police services in Ontario, the OPP, and police services outside Ontario, both nationally and internationally. **A total of 80 sources were analyzed.** Our research found:

- **Limited publicly available information on response time data in Ontario**, with more comprehensive reporting found in national and international jurisdictions;
- **Inconsistencies** in the definition and calculation methods for response times by police services, making it difficult to have an objective grasp on how police services are performing in this area;
- A **wide range** of calls for service priority levels exist across police services, varying from three to seven levels, and with varying definitions and terminology; and,
- **Use of inconsistent metrics** in reporting response time data (e.g., average, median, percentile).

In addition, the IoP asked police services and boards questions about response times through our Policing Insight Statement survey. **Our analysis of the submissions identified response times as a province-wide issue**, as many police services have experienced an increase in their own response times, irrespective of size or location of service. The submissions also noted several challenges with capturing and reporting response time data, with some services highlighting the potential benefit of standardization.

From a governance perspective, some police service boards told us that they use information received on response times from the police services they govern — including average response time, dispatch and travel times, and average call wait and duration times — to help inform the board’s decision-making around the police budget, strategic planning, as well as staffing and resource decisions.

The information and knowledge gleaned through our research will help inform the IoP’s future work on response times, including a thematic inspection on the topic — all with a view to improving Ontario police performance in this important area.

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*"I find it deeply rewarding to collaborate with dedicated professionals committed to advancing policing standards across Ontario. I embrace the challenge of evaluating systems and practices to ensure they uphold the highest standards, knowing that our collective efforts foster meaningful change and help build safer, more secure communities."*

*-Nahid Almashni, Inspector  
Inspections, Investigations and Liaison Branch*

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# Enhancing Border Safety: Monitoring Ontario Police Operations

To enhance international border security and combat cross-border criminal activity, the Ontario government launched **Operation Deterrence**. The OPP's role in this provincial initiative is to support and collaborate with partner agencies on deterring, detecting, and disrupting criminal activity with a shared goal of enhancing border security. As part of the provincial initiative, the OPP increased proactive patrols in the air, on land, and on waterways in an effort to further deter, detect, and disrupt illegal activity at Ontario's border with the US. It is important to note that this work is carried out in collaboration with the OPP's federal, municipal, and Indigenous partners.

Part of the statutory mandate of the IG is to ensure adequate and effective policing and police governance is provided to all Ontario communities at all times. I rely on several tools to assess adequate and effective policing, including the monitoring, advisory, and liaison support of our Police Services Liaison Unit, evaluating themes arising from the public complaints we receive, and the analysis that flows from inspections of police services and boards that the IoP conducts. Given the size and scope of Operation Deterrence, I will be monitoring the operation closely to ensure that the OPP is able to continue to provide adequate

and effective policing throughout the province. As part of my monitoring mandate and along with my executive team, I was briefed by the OPP Commissioner and other members of the Commissioner's team on the work of Operation Deterrence, and how this work has been integrated within broader OPP operations and with other police services. Based on my assessment to date, **I am satisfied that the OPP is able to deliver adequate and effective policing throughout the province, as it increases its focus on the Canadian border.**







# Acknowledgements

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I would like to thank all boards, chiefs of police, and the members of their police services in Ontario, including the OPP and the Commissioner, for their assistance and cooperation during the creation of my Annual Report.

I also would like to thank the Ontario Association of Chiefs of Police and the Ontario Association of Police Service Boards for their ongoing support of my and the IoP's work.

Lastly, I want to express my gratitude to the many individuals in the IoP who were involved in the creation of my Annual Report and brought their talent and creativity to this endeavour.

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to make everyone in Ontario safer*

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August 1, 2025

**CL 11- 2025, July 24, 2025**

***DISTRIBUTION LIST***

***SENT ELECTRONICALLY***

**Motion Respecting “Elect Respect” Campaign**

Regional Council, at its meeting held on July 24, 2025, passed the following motion:

WHEREAS democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community;

WHEREAS we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions;

WHEREAS Ontario’s municipally elected officials are dealing with increasingly hostile, unsafe work environments facing threats and harassment;

WHEREAS social medial platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office;

WHEREAS better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables;

WHEREAS the Association of Municipalities of Ontario’s Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office;

WHEREAS in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and call on elected officials to uphold the highest standards of conduct;

WHEREAS H.E.R. has launched a campaign called “Elect Respect” to promote the importance of a healthy democracy and safe, inclusive, respectful work environments for all elected officials that encourages individuals to participate in the political process; and

WHEREAS on June 5, 2025, the Canadian Association of Feminist Parliamentarians launched a non-partisan ‘Parliamentary Civility Pledge’ to encourage all parliamentarians to commit to end workplace harassment and increase civility on Parliament Hill, modelled after the pledge developed in Halton by representatives of H.E.R.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Regional Council **SUPPORTS** the 'Elect Respect' pledge and commits to:
  - a) Treat others with respect in all spaces; public, private, and online;
  - b) Reject and call out harassment, abuse and personal attacks;
  - c) Focus debate on ideas and policies, not personal attacks;
  - d) Help build a supportive culture where people of all backgrounds feel safe to run for and hold office;
  - e) Call on relevant authorities to ensure the protection of elected officials who face abuse or threats; and
  - f) Model integrity and respect by holding one another to the highest standards of conduct;
2. That Niagara Regional Council **CALLS** on elected officials, organizations, and community members to support the 'Elect Respect' campaign and sign the online pledge at [www.electrespect.ca](http://www.electrespect.ca);
3. That a copy of this resolution **BE SENT** to the Association of Municipalities of Ontario, Ontario's Big City Mayors, the Federation of Canadian Municipalities, Niagara's MPs and MPPs, Niagara Regional Police, the Ontario Provincial Police and the Royal Canadian Mounted Police; and
4. That this resolution **BE SENT** to all of Niagara's local area municipalities with a request that their Councils pass a similar motion.

Yours truly,



Ann-Marie Norio  
Regional Clerk

:kl

CLK-C 2025-081

Distribution List:

Association of Municipalities of Ontario  
Ontario's Big City Mayors  
Federation of Canadian Municipalities  
Local Members of Parliament  
Local Members of Provincial Parliament  
Niagara Regional Police  
Ontario Provincial Police  
Royal Canadian Mounted Police  
Local Area Municipalities



## The City of Niagara Falls, Ontario

### Resolution

August 26, 2025

#### **No. 16 – Motion to Support Elect Respect Pledge – Region of Niagara Resolution**

**Moved by: Councillor Lori Lococo**

**Seconded by: Councillor Mike Strange**

Please be advised that the Council of the Corporation of the City of Niagara Falls, at its meeting held on August 26, 2025, considered the aforementioned topic and passed the following resolution in support:

**WHEREAS** democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community;

**WHEREAS** we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions;

**WHEREAS** Ontario's municipally elected officials are dealing with increasingly hostile, unsafe work environments facing threats and harassment;

**WHEREAS** social medial platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office;

**WHEREAS** better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables;

**WHEREAS** the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office;

**WHEREAS** in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and call on elected officials to uphold the highest standards of conduct;

**WHEREAS** H.E.R. has launched a campaign called "Elect Respect" to promote the importance of a healthy democracy and safe, inclusive, respectful work environments for all elected officials that encourages individuals to participate in the political process; and


**WHEREAS** on June 5, 2025, the Canadian Association of Feminist Parliamentarians launched a non-partisan 'Parliamentary Civility Pledge" to encourage all parliamentarians to commit to end workplace harassment and increase civility on Parliament Hill, modelled after the pledge developed in Halton by representatives of H.E.R.

**NOW THEREFORE BE IT RESOLVED**

1. That the City of Niagara Falls Council **SUPPORTS** the 'Elect Respect" pledge and commits to:
  - Treat others with respect in all spaces; public, private, and online;
  - Reject and call out harassment, abuse and personal attacks;
  - Focus debate on ideas and policies, not personal attacks;
  - Help build a supportive culture where people of all backgrounds feel safe to run for and hold office;
  - Call on relevant authorities to ensure the protection of elected officials who face abuse or threats; and
  - Model integrity and respect by holding one another to the highest standards of conduct;
2. That the City of Niagara Falls' Council **CALLS ON** elected officials, organizations, and community members to support the 'Elect Respect' campaign and sign the online pledge at [www.electrespect.ca](http://www.electrespect.ca);
3. That a copy of this resolution **BE SENT** to the Association of Municipalities of Ontario, Ontario's Big City Mayors, the Federation of Canadian Municipalities, Niagara's MPs and MPPs, the Niagara Region, Niagara Regional Police, the Ontario Provincial Police and the Royal Canadian Mounted Police; and
4. That this resolution **BE SENT** to all of Niagara's local area municipalities with a request that their Councils pass a similar motion.

**AND The Seal of the Corporation to hereto affixed.**

**Carried Unanimously**



**WILLIAM G. MATSON**  
CITY CLERK



**JAMES M. DIODATI**





## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Safer Public Spaces Approach to Community Safety and Open-Air Illicit Drug Use

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

**Report Date:** 2025-09-02

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### 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 that the Niagara Regional Police Service (NRPS) will be taking a renewed posture in how they will be addressing situations involving the open use of illicit drugs in our communities.
- The Service is committed to ensuring safer public spaces for all residents and visitors.
- This approach is intended to prioritize accountability while ensuring access to appropriate supports.
- This report has been prepared to provide context, as this change in practice is expected to attract media interest.

### Financial Considerations

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

### Analysis

The use of illicit drugs in open public spaces has become a persistent and growing problem in our communities which can negatively impact people and businesses. The NRPS is committed to addressing drug use and its related criminality through a renewed posture, one that prioritizes accountability, while ensuring access to appropriate supports. Although officers have always had the authority under the Criminal Code of Canada to arrest persons and lay charges for drug related activity, more compassionate, education-based strategies were often used.

Persons who engage in this behavior negatively impact people and businesses in our community. It is recognized that addiction is an illness that requires empathy, however, there are also the expectations of the community and visitors to feel safe in public

places such as parks and playgrounds. Balancing enforcement with education will build public confidence and demonstrate that creating safe, inclusive public spaces is our highest priority.

On June 5, 2025, The Safer Municipalities Act received Royal Assent. The Act prohibits the consumption of illegal substances in public places while also updating the Trespass to Property Act by amending the sentencing of a person convicted under Section 2. To alleviate the pressures faced by both frontline members and community residents in responding to open illicit drug use, the Service will be adopting a new approach.

The direction moving forward will be that upon an officer observing a person using illicit drugs in public spaces, and if they suspect an offence is taking place, they will investigate, and if reasonable grounds exist, arrest the person involved. This will necessitate handcuffing the individual, searching them, in accordance with common law authority, and either releasing them unconditionally (after seizing their drugs for further investigation or destruction) or proceeding with charges, which may require transport to the police station or release at the scene as prescribed in law. This will continue to be done with compassion, but under the provisions of the Criminal Code and the Controlled Drugs and Substances Act, in combination with the new Safer Municipalities Act, 2025.

One of our primary responsibilities is to ensure community safety and we will continue to pursue this for the benefit of all who frequent our parks, playgrounds, sidewalks, and other public spaces. We recognize that some in our community will feel this too harsh, while others may feel it does not go far enough. At this time, we believe it strikes a reasonable balance between both perspectives. This change will build upon the work of our Community Oriented Response and Engagement (CORE) Units that have been leading our efforts in this area.

As part of this renewed approach, additional training for members in relation to drug offences will be provided. Community partners will be informed of the change in posture, and a dashboard to track arrests, overdoses, and trends, will be created. The Service will also prepare a media statement advising the community of our engagement in the Safer Public Spaces Approach to Community Safety and Open-Air Illicit Drug Use, in alignment with the Criminal Code, the Controlled Drugs and Substances Act, and the provisions of the Safer Municipalities Act, 2025.

A clear example of this initiative's positive impact was seen on September 2, 2025, the first day back to school for elementary students in Niagara. In addition to officers bringing attention to road safety, members of the 1 District (St. Catharines/Thorold) CORE Unit focused on routes commonly used by children walking to bus stops and schools. Their efforts resulted in 11 provincial offence notices being issued (3 under the Liquor License Act and 8 under the Highway Traffic Act), along with 10 criminal arrests for drug possession.

Several police services across Ontario and Canada are also moving toward Safer Public Spaces initiatives that aim to foster a more secure and welcoming environment for all residents and visitors as it relates to the use of illicit drugs in public places.

The Safer Public Spaces Approach to Community Safety and Open-Air Illicit Drug Use aligns with adequate and effective policing required under Section 10 of the Community Safety and Policing Act and O. Reg. 392/23. This initiative also reflects and reinforces key priorities outlined in the 2022-2025 NRPS Strategic Plan.

### **Alternatives Reviewed**

Not applicable.

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

Niagara Regional Police Service 2022-2025 Strategic Plan - Goal 1: Public Safety, 2.0 Reduce property crime, 4.0 Reduce opioid use. Goal 2: Community Engagement and Collaboration, 1.0 Strengthen relationships and continue to build trust with our community.

### **Relevant Policy Considerations**

Not applicable

### **Other Pertinent Reports**

Not applicable.

*This report was prepared by Inspector Lynda Hughes, Office of the Chief, and reviewed by Jeff Bootsma, Staff Sergeant, Community Engagement, and Rob LaPlante, Acting Superintendent, Community Services. Recommended by Mario Lagrotteria, Deputy Chief, Community Services.*



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#### **Submitted by:**

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

### **Appendices**

Not applicable



# NIAGARA REGIONAL POLICE SERVICE

## Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Financial Variance Overview for the Period Ending  
June 30, 2025

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

**Report Date:** 2025-08-21

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### 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 analysis for the period ending June 30, 2025, financial results of the Niagara Regional Police Service (Service) and Board as per the Financial Reporting, Control and Procurement of Goods and Services By-Law 412-2024.
- For the period ending June 30, 2025, the Service and Board have a combined net expenditure before indirect allocations surplus of \$203,531.12 from operations.
- Included in the financial results for the period are expenditures of \$417,756.24 related to the implementation of the Community Safety and Policing Act (CSPA). These expenses will be offset by a year-end transfer from the police contingency reserve fund, which currently holds \$1,022,988.42 in reserve funds for 1-time expenses related to CSPA.
- Based on the results for the 6-month period, the Service is forecasting a deficit of \$800,400.00 by the end of this fiscal year.

### Financial Considerations

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

### Analysis

The quarterly variance overview provides a synopsis of the combined financial operations for the Service and the Board for the period ending June 30, 2025. As detailed in Appendix 1, the Service and Board have a combined net expenditure before indirect allocations surplus of \$203,531.12, representing 0.2% of the total budget to date.

The main contributing factors include a shortfall in funding provided from casino operations accompanied with a decrease in grant funding provided for Court Security and Prisoner Transportation (CSPT) offset by a budget surplus in compensation expense related to a lag in actual benefit expenditures anticipated to be spent in the fourth quarter.

For the period ending June 30, spending related to the implementation of the CSPA of \$417,756.24 has been incurred and is included in these results. These costs will be offset by a request for a year-end transfer from the police contingency reserve where \$1,022,988.42 of the \$1,909,652.00 funds remains available. As part of the 2023 year-end surplus, Niagara Regional Council approved the transfer of funds to the police contingency reserve to offset 1-time expenses related to the implementation of the CSPA. The Service continues to track any 1-time spending related to this initiative to ensure that the funds set aside are used for its intended purpose.

The Service is forecasting a deficit of \$800,400.00 by the end of this fiscal year, based on the following contributing factors:

- The shortfall from the CSPT revenue for this year is \$687,516.00 deficit;
- 2025 casino revenue will remain on par with previous year's revenue, which results in a \$500,000.00 deficit from the 2025 budget;
- Offsetting these 2 deficits is 1-time grant funding to recover Next Generation 9-1-1 (NG911) operating expenditures received in the amount of \$330,852.00; and
- All expenditures for the year will result in a minor surplus of \$56,233.00.

Included in the year-end forecast projection is anticipated spending of \$716,100.00 related to the implementation of the CSPA. For the 2025 year, all expenses incurred from this initiative will be offset by a transfer from the police contingency reserve to a maximum of \$1,022,944.42.

The following variance analysis provides a detail synopsis of the financial activity within each object of expenditure as reported in Appendix 2.

#### Compensation:

For the period ending June 30, compensation costs were below the approved budget by \$533,631.02, representing 0.5% of the total compensation budget.

This favourable variance is the result of budget surplus in benefit expenses, which are expected to be spent by year-end, as well as savings to sick leave payouts resulting from lower-than-expected retirements of staff with eligible accumulated old sick bank. These surpluses were partially offset by overages in civilian salaries mainly to support staffing in operationally essential units such as Communications, Central Holding, and Records.

In addition to spending on normal operations, overtime costs of \$12,665.86 related to training requirements under the CSPA were incurred for this period.

Based on information gathered to date, the Service is forecasting compensation costs to be on-budget by year-end exclusive of any one-time CSPA expenditures incurred. Costs incurred as a result of CSPA implementation will be offset with a year-end transfer from the police contingency reserve fund.

#### Administrative:

For the period ending June 30, administrative costs were above the approved budget by \$114,389.46, representing 4.8% of the total administrative budget.

The unfavourable variance results are primarily from increased spending of \$162,517.22 to staff development for attending specific courses required under the CSPA. Costs incurred as a result of CSPA implementation will be offset with a year-end transfer from the police contingency reserve fund. In addition, the Service is experiencing overage in expenses incurred for pre-hire medical assessments. Helping to mitigate these overages are savings realized for external professional services.

Based on year-to-date results, the Service is forecasting administrative costs, exclusive of one-time CSPA expenditures, to be on-budget by year-end.

#### Operational and Supply:

For the period ending June 30, operational and supply costs were above the approved budget by \$8,647.48, representing 0.5% of the total operational and supply budget to date.

This unfavourable variance includes expenditures of \$202,662.02 for ammunition and arsenal supplies to support training for the new regulation under the CSPA that requires all frontline officers to be equipped with proper use of force equipment to handle an active shooter incident.

Based on year-to-date results, the Service forecasts operational and supply costs to be on-budget for year-end exclusive of one-time expenditures from the implementation of the CSPA.

#### Occupancy and Infrastructure:

For the period ending June 30, occupancy and infrastructure costs were above the approved budget by \$102,083.80, which represents 51.5% of the total occupancy and infrastructure budget to date.



This unfavourable variance is the result of the timing of the minor building renovations and includes \$39,911.14 of spending for lockers to store use of force equipment regulated under the CSPA.

Based on year-to-date results, the Service is forecasting occupancy and infrastructure costs to be on-budget for year-end exclusive of one-time spending related to the implementation of the CSPA.

#### Equipment, Vehicles, and Technology:

For the period ending June 30, equipment, vehicles, and technology costs were below the approved budget by \$276,420.69, representing 5.3% of the total equipment, vehicles, and technology budget-to-date.

This favourable variance is primarily the result of savings realized with the purchase of gasoline for Service vehicles. For the quarter, the average fuel price of \$1.45/litre was below the budgeted rate of \$1.59/litre.

Based on year-to-date results, the Service is forecasting equipment, vehicles, and technology costs to be on-budget for year-end.

#### Revenues and Recoveries:

For the period ending June 30, revenues were below the approved budget by \$442,538.88, representing 4.1% of the total revenue budget to date.

Provincial grant funding was below budget as a result of a reduction in CSPT funding. Once the current year commenced, the Service was advised that 2025 CSPT funding would be \$6,244,540.00, a reduction of \$769,550.00 from the previous year. This resulted in an unfavourable budget variance of \$343,759.01 for the period ending.

Revenues derived from fees for service are below budget due to reduced monies received from the City of Niagara Falls for casino funding. The Service receives 18% of the amount provided to the City of Niagara Falls from the Ontario Lottery and Gaming Corporation (OLG) to a maximum of \$4,200,000.00 per annum. For the period of January to June 2025 the city received \$9,826,624.00 in funding from OLG. Accordingly, the Service received \$1,723,808.00 for the period, creating a shortfall of \$226,193.00 from the planned budget.

The Service is forecasting a year-end net deficit in revenues of \$856,663.00. This is mainly due to the lower-than-expected grant funding for CSPT, \$687,515.00, and loss from casino revenue, \$500,000.00. A partial offset to this deficit is additional funding of \$330,852.00 recently announced by the provincial government to support the implementation of NG911.

### Indirect Allocations and Debt:

For the period ending June 30, 2025, indirect allocations and debt are above budget by \$445,196.00, representing 2.4% of the total indirect allocations budget. The main cause of the overage are recent payouts for a number of resolutions from third party claims made against the Service and Board.

Indirect allocations and debt are not approved by the Board, as they are costs incurred by the Region and allocated to all regional departments and Agencies, Boards, and Commissions (ABCs) in accordance with Region Policy C-F-004 Cost Allocation. Indirect allocations include expenses for shared services such as finance, payroll, procurement, asset management, insurance, legal, IT, building maintenance, and property management. Also included are debt charges including principal and interest, as well as capital funding for Service projects funded through the Region's capital levy and capital funding for support projects that directly benefit the Service.

### Conclusion:

The detailed variance analysis has been prepared based on results of operations as of June 30, 2025. As the year progresses, Service staff will continue to monitor any developments that will impact the achievement of the annual budget.

### **Alternatives Reviewed**

Not applicable.

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

To comply with the provisions of Board By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.

### **Relevant Policy Considerations**

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all expenditures and revenues for the taxation year.
- By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.

### **Other Pertinent Reports**

- 9.1 – 2025.02.27 Financial Variance Overview - Year Ending December 31, 2024
- 8.4 – 2025.05.22 Financial Variance Overview – Period Ending March 31, 2025

*This report was prepared by Andrew Ware, Financial Analyst, Finance Unit, and reviewed by Anthony Gallo, Acting Manager, Finance Unit and Laura Rullo, Director, Finance and Asset Management. Recommended by Paul Koscinski, Acting Deputy Chief, Support Services.*



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**Submitted by:**

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

**Appendices**

- Appendix 1 Operating Statement of Revenue and Expenses for the Period Ending June 30, 2025
- Appendix 2 Operating Statement by Object of Expenditure Sub-Category for the Period Ending June 30, 2025

**Niagara Regional Police Service and Board**  
**Appendix 1: 2025 Operating Statement of Revenue and Expenses**

Object of Expenditure	2024 Jan. - Jun Actual	2025 Jan. - Jun Actual	2025 Jan. - Jun Budget	Variance Surplus / (Deficit)	%	2024 Full Year Actual	2025 Annual Forecast	2025 Annual Budget	Forecast vs Budget Surplus/ (Deficit)	%
<b>Gross Expenditures</b>										
Compensation	93,677,340	103,139,359	103,672,990	533,631	0.5%	192,600,441	213,081,449	212,793,948	(287,500)	(0.1%)
Administrative	2,190,874	2,524,125	2,409,736	(114,389)	(4.8%)	4,563,340	4,817,670	4,817,670	-	0.0%
Operational & Supply	1,925,658	1,661,468	1,652,820	(8,647)	(0.5%)	3,618,611	3,468,642	3,152,042	(316,600)	(10.0%)
Occupancy & Infrastructure	159,937	300,210	198,126	(102,084)	(51.5%)	385,735	466,228	396,228	(70,000)	(17.7%)
Equipment, Vehicles & Technology	4,633,158	4,927,123	5,203,544	276,421	5.3%	9,077,281	10,223,239	10,181,238	(42,000)	(0.4%)
Financial Expenditures	15,665	1,862	-	(1,862)	(100.0%)	13,285	-	-	-	0.0%
Intercompany Charges	(982,742)	(1,164,107)	(1,101,106)	63,001	(5.7%)	(2,051,960)	(2,266,736)	(2,210,472)	56,263	(2.6%)
Transfers To/From Reserve Funds	1,967,500	2,352,460	2,352,460	(0)	0.0%	3,550,000	3,956,300	4,672,400	716,100	15.3%
	<b>103,587,390</b>	<b>113,742,499</b>	<b>114,388,569</b>	<b>646,070</b>	<b>0.6%</b>	<b>211,756,734</b>	<b>233,746,792</b>	<b>233,803,055</b>	<b>56,263</b>	<b>0.0%</b>
<b>Revenues</b>										
Provincial Grants	(5,657,863)	(5,256,033)	(5,589,500)	(333,467)	6.0%	(11,378,740)	(10,614,391)	(10,971,054)	(356,663)	3.3%
Fees for Service	(2,495,599)	(2,533,665)	(2,717,572)	(183,907)	6.8%	(4,974,283)	(4,994,900)	(5,494,900)	(500,000)	9.1%
Other Revenues	(2,323,525)	(2,504,925)	(2,430,089)	74,835	(3.1%)	(4,705,829)	(4,880,748)	(4,880,748)	-	0.0%
	<b>(10,476,987)</b>	<b>(10,294,623)</b>	<b>(10,737,162)</b>	<b>(442,539)</b>	<b>4.1%</b>	<b>(21,058,852)</b>	<b>(20,490,039)</b>	<b>(21,346,703)</b>	<b>(856,663)</b>	<b>4.0%</b>
<b>Net Expenditures Before Indirect Allocations</b>	<b>\$ 93,110,402</b>	<b>\$ 103,447,876</b>	<b>\$ 103,651,407</b>	<b>\$ 203,531</b>	<b>0.2%</b>	<b>\$ 190,697,882</b>	<b>\$ 213,256,753</b>	<b>\$ 212,456,352</b>	<b>(800,400)</b>	<b>(0.4%)</b>
Indirect Allocations & Debt	9,320,991	7,674,606	7,986,667	312,061	3.9%	19,701,048	18,712,578	18,267,382	(445,196)	(2.4%)
<b>Net Expenditures After Indirect Allocations</b>	<b>\$ 102,431,393</b>	<b>\$ 111,122,482</b>	<b>\$ 111,638,074</b>	<b>\$ 515,592</b>	<b>0.5%</b>	<b>\$ 210,398,930</b>	<b>\$ 231,969,331</b>	<b>\$ 230,723,734</b>	<b>(1,245,596)</b>	<b>(0.5%)</b>

**Niagara Regional Police Service and Board**  
**Appendix 2: 2025 Operating Statement By Object of Expenditure Sub-Category**

	2024 Jan. - Jun Actual	2025 Jan. - Jun Actual	2025 Jan. - Jun Budget	Variance Surplus / (Deficit)	%	2024 Full Year Actual	2025 Annual Forecast	2025 Annual Budget	Forecast vs Budget Surplus/ (Deficit)	%
<b>Gross Expenditures</b>										
<b>Compensation</b>										
Uniform Salaries & Wages	51,260,249	56,315,996	56,211,808	(104,188)	(0.2%)	106,207,753	117,662,411	117,374,911	(287,500)	(0.2%)
Civilian Salaries & Wages	18,826,299	20,633,839	20,341,193	(292,646)	(1.4%)	38,993,134	41,644,247	41,644,247	-	0.0%
Benefits & WSIB	22,402,255	25,096,864	25,863,118	766,254	3.0%	43,193,941	48,975,321	48,975,319	-	0.0%
Additional Compensation	667,876	741,667	764,651	22,984	3.0%	3,476,866	4,149,233	4,149,233	-	0.0%
Special Duty	120,698	166,201	108,219	(57,983)	(53.6%)	328,783	266,237	266,237	-	0.0%
Sick Leave Payout	399,962	184,791	384,000	199,209	51.9%	399,962	384,000	384,000	-	0.0%
	93,677,340	103,139,359	103,672,990	533,631	0.5%	192,600,441	213,081,449	212,793,948	(287,500)	(0.1%)
<b>Administrative</b>										
External Professional Services	488,610	372,211	615,131	242,920	39.5%	844,766	1,230,260	1,230,260	-	0.0%
Staff Development	595,505	888,929	651,739	(237,190)	(36.4%)	1,497,638	1,303,392	1,303,392	-	0.0%
Office, Advertising, Travel	325,730	387,312	300,764	(86,548)	(28.8%)	706,944	601,502	601,502	-	0.0%
Telephone & Communications	521,358	631,094	634,992	3,898	0.6%	1,111,550	1,268,318	1,268,318	-	0.0%
Licensing & Permits	54,430	48,326	53,124	4,798	9.0%	93,652	106,238	106,238	-	0.0%
Employee Medicals	124,662	133,217	83,998	(49,219)	(58.6%)	190,224	168,000	168,000	-	0.0%
General Administrative Costs	80,579	63,036	69,987	6,951	9.9%	118,566	139,960	139,960	-	0.0%
	2,190,874	2,524,125	2,409,736	(114,389)	(4.8%)	4,563,340	4,817,670	4,817,670	-	0.0%
<b>Operational &amp; Supply</b>										
Program Specific Supplies & Materials	867,428	955,433	847,681	(107,752)	(12.7%)	1,691,109	1,986,955	1,670,355	(316,600)	(19.0%)
Uniforms	703,753	451,448	402,778	(48,669)	(12.1%)	1,221,048	805,487	805,487	-	0.0%
Investigation Expense	224,940	118,125	270,311	152,186	56.3%	569,197	540,600	540,600	-	0.0%
Other Expenses	129,538	136,462	132,050	(4,412)	(3.3%)	137,258	135,600	135,600	-	0.0%
	1,925,658	1,661,468	1,652,820	(8,647)	(0.5%)	3,618,611	3,468,642	3,152,042	(316,600)	(10.0%)
<b>Occupancy &amp; Infrastructure</b>										
Property Leases	53,890	50,234	65,022	14,788	22.7%	107,885	200,028	130,028	(70,000)	(53.8%)
Property & Infrastructure Maintenance	106,047	249,976	133,105	(116,872)	(87.8%)	277,851	266,200	266,200	-	0.0%
	159,937	300,210	198,126	(102,084)	(51.5%)	385,735	466,228	396,228	(70,000)	(17.7%)
<b>Equipment, Vehicles &amp; Technology</b>										
Minor Equipment & Equipment Maintenance	1,341,844	1,434,263	1,413,937	(20,326)	(1.4%)	2,430,479	2,644,023	2,602,023	(42,000)	(1.6%)
Gasoline	867,012	778,718	990,275	211,557	21.4%	1,685,727	1,980,550	1,980,550	-	0.0%
Vehicle Maintenance	694,851	595,193	685,746	90,552	13.2%	1,245,385	1,371,500	1,371,500	-	0.0%
Computer Licences & Support	1,729,450	2,118,949	2,113,586	(5,363)	(0.3%)	3,715,689	4,227,165	4,227,165	-	0.0%
	4,633,158	4,927,123	5,203,544	276,421	5.3%	9,077,281	10,223,239	10,181,238	(42,000)	(0.4%)
<b>Financial Expenditures</b>	15,665	1,862	-	(1,862)	(100.0%)	13,285	-	-	-	0.0%
Intercompany Charges	(982,742)	(1,164,107)	(1,101,106)	63,001	(5.7%)	(2,051,960)	(2,266,736)	(2,210,472)	56,263	(2.6%)
Transfers To/From Reserve Funds	1,967,500	2,352,460	2,352,460	-	0.0%	3,550,000	3,956,300	4,672,400	716,100	15.3%
<b>Total - Gross Expenditures</b>	<b>103,587,390</b>	<b>113,742,499</b>	<b>114,388,569</b>	<b>646,070</b>	<b>0.6%</b>	<b>211,756,734</b>	<b>233,746,792</b>	<b>233,803,055</b>	<b>56,263</b>	<b>0.0%</b>
<b>Revenues</b>										
Provincial Grant Funding	(5,657,863)	(5,256,033)	(5,589,500)	(333,467)	6.0%	(11,378,740)	(10,614,391)	(10,971,054)	(356,663)	3.3%
Fees For Service	(2,495,599)	(2,533,665)	(2,717,572)	(183,907)	6.8%	(4,974,283)	(4,994,900)	(5,494,900)	(500,000)	9.1%
Other Revenue	(2,323,525)	(2,504,925)	(2,430,089)	74,835	(3.1%)	(4,705,829)	(4,880,748)	(4,880,748)	-	0.0%
<b>Total - Revenues</b>	<b>(10,476,987)</b>	<b>(10,294,623)</b>	<b>(10,737,162)</b>	<b>(442,539)</b>	<b>4.1%</b>	<b>(21,058,852)</b>	<b>(20,490,039)</b>	<b>(21,346,703)</b>	<b>(856,663)</b>	<b>4.0%</b>
<b>Net Expenditures Before Indirect Allocations</b>	<b>\$ 93,110,402</b>	<b>\$ 103,447,876</b>	<b>\$ 103,651,407</b>	<b>203,531</b>	<b>0.2%</b>	<b>\$ 190,697,882</b>	<b>\$ 213,256,753</b>	<b>\$ 212,456,352</b>	<b>\$ (800,400)</b>	<b>(0.4%)</b>
<b>Indirect Allocations &amp; Debt</b>	9,320,991	7,674,606	7,986,667	312,061	3.9%	19,701,048	18,712,578	18,267,382	(445,196)	(2.4%)
<b>Net Expenditures After Indirect Allocations</b>	<b>\$ 102,431,393</b>	<b>\$ 111,122,482</b>	<b>\$ 111,638,074</b>	<b>515,592</b>	<b>0.5%</b>	<b>\$ 210,398,930</b>	<b>\$ 231,969,331</b>	<b>\$ 230,723,734</b>	<b>\$ (1,245,596)</b>	<b>(0.5%)</b>



# NIAGARA REGIONAL POLICE SERVICE

## Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Special Fund Quarterly Activity Report for the Period of April 1, 2025, to June 30, 2025

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

**Report Date:** 2025-08-26

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### 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 a detailed listing of quarterly activity in the special fund, as well as a bank reconciliation in accordance with the Administration, Limitations, and Guidelines of the Special Fund By-Law 403-2024.
- The report contains any reward(s) offered/paid, revenue, disbursements, and provides the balance and unrestricted balance available to the Board.
- This report summarizes the balances and details the activities of the Niagara Regional Police Service (Service) special funds accounts for the period of April 1, 2025 to June 30, 2025.

### 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, Administration, Limitations, and Guidelines of the Special Fund. Section 258(2) of the CSPA establishes that the Board has the sole authority for spending the proceeds from the sale of property, which lawfully comes into the possession of the police service. The Act stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest, including charitable donations." These funds do not form part of the police operating budget and are separate from the Regional tax base.

### Analysis

The balances of the police special funds as of June 30, 2025, and detailed in Appendix 1 are as follows:



- Special Fund – Special Operating Account #125-255-0 – \$56,822.33
- Special Fund – General Operating Account (Informant) #103-543-5 – \$45,124.15
- Total Special Funds – Special and General (Informant) Accounts – \$101,946.48

The summary of activities for the period ended June 30, 2025, is provided in Appendix 2. Informant payments during the period totalled \$23,850.00, made up of 28 payments ranging from \$50.00 - \$3,000.00, with a median of \$500.00.

### **Alternatives Reviewed**

Not applicable.

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

To ensure compliance with the Administration, Limitations, and Guidelines of the Special Fund By-Law 403-2024.

### **Relevant Policy Considerations**

Sections 132 and 133 of the CSPA govern the disposition of personal property that comes into the possession of the police service and where the Board may use the proceeds for any purpose that it considers in the public interest.

### **Other Pertinent Reports**

8.7 - 2025.07.24 - Special Fund Quarterly Activity Report for the period of January 1 to March 31, 2025

*This report was prepared by Anthony Gallo, Acting Finance Manager, Finance Unit, and reviewed by Laura Rullo, Director, Finance and Asset Management. Recommended by Acting Deputy Chief Paul Koscinski.*



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#### **Submitted by:**

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

### **Appendices**

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

**Appendix 1****Niagara Regional Police Service****Reconciliation of Balance of Special Funds as at:****June 30, 2025**

	<b>Special Operating Account #125-255-0</b>	<b>General Operating Account #103-543-5</b>	<b>Total Special Funds</b>
<b>Balance per Bank Statement</b>	\$ 63,822.33	\$ 45,124.15	\$ 108,946.48
<b><u>Outstanding Cheques:</u></b>			
<b><u>Description</u></b>	<b><u>Doc. #</u></b>		
FACS Niagara Foundation	1073	\$2,500.00	\$ 2,500.00
Canada Beyond the Blue OPSM	1081	\$1,000.00	\$ 1,000.00
Welland Junior B Lacrosse Team	1082	\$1,000.00	\$ 1,000.00
Sport Niagara - Canada Games Park	1086	\$1,500.00	\$ 1,500.00
Wise Guys Charity - Red Tee	1096	\$1,000.00	\$ 1,000.00
Total Outstanding Cheques		\$7,000.00	\$0.00
<b>Available Bank Balance</b>	<b>\$ 56,822.33</b>	<b>\$ 45,124.15</b>	<b>\$ 101,946.48</b>
Deposits not Recorded			
Bank Charges not Recorded			
<b>Niagara Regional Police Service</b>	<b>56,822.33</b>	<b>45,124.15</b>	<b>101,946.48</b>

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

Special Fund - Special Operating			Activity Period		Account Number
			04/01/2025 - 06/30/2025		125-255-0
Date	Description	Ref.	Withdrawals	Deposits	Balance
1/Apr/25	Previous Balance				\$ 85,301.11
4/Apr/25	Activity Fee		0.63		85,300.48
7/Apr/25	NRPS Admin Professionals Day - VOID	1060	5,000.00	5,000.00	85,300.48
7/Apr/25	NRPS Big Brothers Golf - VOID	1061	1,300.00	1,300.00	85,300.48
7/Apr/25	CALEO Training Symposium	1062	400.00		84,900.48
9/Apr/25	NRPS CMHA Wellness Fundraiser - VOID	1063	2,500.00	2,500.00	84,900.48
9/Apr/25	NRPS FACS Gala - VOID	1064	2,500.00	2,500.00	84,900.48
9/Apr/25	NRPS Human Trafficking Initiative	1065	5,120.00		79,780.48
9/Apr/25	Love for Niagara Golf Tournament	1066	700.00		79,080.48
9/Apr/25	NRPS OWLE Awards Gala - VOID	1067	2,200.00	2,200.00	79,080.48
9/Apr/25	NRPS Pathstone Hope Gala - VOID	1068	3,000.00	3,000.00	79,080.48
9/Apr/25	NRPS United Way Golf - VOID	1069	2,600.00	2,600.00	79,080.48
23/Apr/25	Seized/Found Money Deposit			24,289.55	103,370.03
7/May/25	Activity Fee		30.20		103,339.83
8/May/25	Canadian Association of Police Governance Conference	1070	1,000.00		102,339.83
9/May/25	OWLE Awards Gala	1071	2,200.00		100,139.83
9/May/25	Pathstone Hope Gala	1072	3,000.00		97,139.83
9/May/25	FACS Niagara Foundation	1073	2,500.00		94,639.83
9/May/25	United Way Niagara	1074	2,600.00		92,039.83
12/May/25	CMHA Niagara Wellness Fundraiser	1075	2,500.00		89,539.83
12/May/25	Big Brothers Big Sisters of Niagara Kids Golf	1076	1,300.00		88,239.83
12/May/25	Niagara Region Admin Professionals Day	1077	5,000.00		83,239.83
12/May/25	St. Peter's Episcopal Church Interfaith Memorial	1078	500.00		82,739.83
13/May/25	Town of Lincoln Mayor Easton Golf	1079	1,100.00		81,639.83
20/May/25	Town of Grimsby Mayor's Master Golf	1080	1,200.00		80,439.83
20/May/25	Canada Beyond the Blue OPSM	1081	1,000.00		79,439.83
20/May/25	Welland Junior B Lacrosse Team	1082	1,000.00		78,439.83
20/May/25	NRPS Tug of War	1083	1,400.00		77,039.83
20/May/25	NRPS Niagara Unity Awards	1084	505.00		76,534.83
20/May/25	NRPS Rob Gittings Baseball	1085	3,000.00		73,534.83
20/May/25	Police Auctions Canada	26373		526.74	74,061.57
22/May/25	Sport Niagara - Canada Games Park	1086	1,500.00		72,561.57
3/Jun/25	NRPS ETU Half Marathon	1087	1,000.00		71,561.57
3/Jun/25	NRPS MADD Canada Yearbook - VOID	1088	1,016.00	1,016.00	71,561.57
3/Jun/25	Ride for Dad Niagara	1089	2,000.00		69,561.57
3/Jun/25	NRPS Ride to Remember	1090	6,250.00		63,311.57
3/Jun/25	NRPS Run to Remember	1091	3,500.00		59,811.57
3/Jun/25	United Way Niagara Fire Truck Pull	1092	3,000.00		56,811.57
3/Jun/25	Wellspring Niagara Gala	1093	1,600.00		55,211.57
3/Jun/25	Wise Guys Charity Red Tee - VOID	1094	1,000.00	1,000.00	55,211.57
4/Jun/25	MADD Canada	1095	1,015.87		54,195.70
5/Jun/25	Activity Fee		0.39		54,195.31
24/Jun/25	Wise Guys Charity - Red Tee	1096	1,000.00		53,195.31
26/Jun/25	Police Auctions Canada - Deposit Error Correction	26373		714.50	53,909.81
26/Jun/25	Police Auctions Canada	26373		2,912.52	56,822.33
	<b>Totals</b>		<b>78,038.09</b>	<b>49,559.31</b>	
30/Jun/25	<b>Closing Balance - General Fund</b>				<b>\$ 56,822.33</b>

Special Fund - General Operating (Informant)			Activity Period		Account Number
			04/01/2025 - 06/30/2025		103-543-5
Date	Description	Ref.	Withdrawals	Deposits	Balance
1/Apr/25	Previous Balance				\$44,694.60
4/Apr/25	Activity Fee		2.04		\$44,692.56
10/Apr/25	Deposit			10,000.00	\$54,692.56
7/May/25	Activity Fee		1.70		\$54,690.86
3/Jun/25	Deposit			15,000.00	\$69,690.86
3/Jun/25	Activity Fee		2.21		\$69,688.65
26/Jun/25	Police Auctions Canada - Deposit Error Correction	1570	714.50		\$68,974.15
30/Jun/25	Informants		23,850.00		\$45,124.15
	<b>Totals</b>		<b>24,570.45</b>	<b>25,000.00</b>	
30/Jun/25	<b>Closing Balance - Informant Fund</b>				<b>\$45,124.15</b>

30/Jun/25	<b>Total Special Funds Closing Balance</b>				<b>\$101,946.48</b>
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## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Quarterly Report - Overtime Activities Incurred by the Niagara Regional Police Service, April 1 to June 30, 2025

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

**Report Date:** 2025-08-20

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### Recommendation(s)

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

### Key Facts

- The purpose of this report is to provide a five-year uniform and civilian quarterly overtime trend analysis.
- Overtime activity reports, detailed in the tables below, provide a summary of the overtime hours by activity category. These categories were developed by the Executive Leadership Team with the hours captured in the Niagara Regional Police Service (Service) time and attendance system.
- For uniform members, overtime continues to be predominantly driven by meeting minimum staffing requirements and major investigation events.
- For civilian members, overtime continues to be predominantly driven by the need to meet minimums resulting from occupational and non-occupational illness, injury, and workload.

### Financial Considerations

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

### Analysis

#### Uniform Overtime Analysis

As illustrated in Table 1, uniform members worked a total of 32,909 hours of overtime for the quarter ended June 30, an increase of 1,748 hours or 5.6% from the same period in 2024.

Table 1 – Quarterly Uniform Overtime by Activity Hours

	2021 April – June	2022 April – June	2023 April – June	2024 April – June	2025 April – June
Meeting Minimums	8,819	12,942	12,902	13,108	17,449
Major Investigation and Incident Follow-Up	12,042	9,482	8,128	12,128	11,062
Administrative Workload	928	1,611	1,627	3,898	2,707
Proactive & Community-Driven Events	499	1,162	663	2,027	1,691
Sub-Total Before Unusual Activity	22,288	25,197	23,320	31,161	32,909
COVID-19	1,106	-	-	-	-
Total	23,394	25,197	23,320	31,161	32,909

Patrol units continue to operate below authorized strength resulting from vacancies due to occupational illness, non-occupational illness, members placed on modified duties, protected leaves, and vacancies due to retirement or promotion. These vacancies coupled with leave entitlements increase overtime requirements to meet minimum staffing in operationally essential positions.

Overtime related to major investigation and incident follow-up decreased 8.8% over the same period in 2024. For the quarter ending June 30, no homicides were recorded. By comparison, the Service responded to five during the same quarter of prior year. The Service did investigate one attempted homicide and three unexpected deaths. Traffic Reconstruction and Special Enforcement responded to seven fatal motor vehicle collisions and 2 life-threatening motor vehicle collisions. Heavy prosecution and court obligations continue, which further contributes to the overtime encountered.

Administrative workload decreased by 1,191 hours, or 30.6%, over the second quarter of 2024. The April 2024 solar eclipse resulted in the incursion of significant overtime, which was not repeated during the second quarter of 2025.

For the quarter, the Service experienced a decrease of 336 hours, or 16.7%, in uniform overtime hours for proactive and community-driven events. Incurred overtime can be attributed to RIDE checks involving both land and marine units, ATV patrols, assistance with wildfire evacuees, along with increased patrols within the Sherkston Shores area on holiday weekends. Overtime hours incurred by the Service's Public Order Unit (POU) are also reflected within this category. For the quarter, POU members undertook school "beach day" patrols, attended additional training, and prepared for attendance at local Canada Day locations. Should the POU be requested to attend outside of the Niagara Region, the costs are reimbursed by the requesting partner service. For the period of April through June 2025, there were no invoices issued for POU services.

Table 2 illustrates the year-to-date results over the previous 5-year period, including current 2025 data. Uniform overtime hours have increased by 4,975 hours or 9.5% when compared with the prior year.

Table 2 – Year-to-Date Uniform Overtime by Activity Hours

	2021 January – June	2022 January – June	2023 January – June	2024 January – June	2025 January – June
Meeting Minimums	13,363	19,341	20,357	22,546	27,637
Major Investigation and Incident Follow-Up	19,663	14,165	15,837	21,109	22,172
Administrative Workload	1,795	2,311	2,937	5,929	4,857
Proactive & Community-Driven Events	803	4,035	1,076	2,559	2,452
Sub-Total Before Unusual Activity	35,624	39,852	40,207	52,143	57,118
COVID-19	1,469	-	-	-	-
Total	37,093	39,852	40,207	52,143	57,118

### Civilian Overtime Analysis

As detailed in Table 3, civilian members worked a total of 5,442 hours of overtime for the second quarter of 2025, a decrease of 1,269 hours, or 18.9% from the same period in 2024.

Table 3 – Quarterly Civilian Overtime by Activity Hours

	2021 April – June	2022 April – June	2023 April – June	2024 April – June	2025 April – June
Meeting Minimums	3,236	4,258	4,884	3,820	3,359
Major Investigation and Incident Follow-Up	249	143	57	268	51
Administrative Workload	907	1,659	2,393	2,560	2,016
Proactive & Community-Driven Events	16	56	4	63	16
Sub-Total Before Unusual Activity	4,408	6,116	7,338	6,711	5,442
COVID-19	60	16	-	-	-
Total	4,468	6,132	7,338	6,711	5,442

Consistent with prior periods, the main driver of civilian overtime continues to be meeting minimum staffing levels in operationally essential units such as the Records and Information Management (RIM) Unit and the Communications Unit.

Meeting minimums decreased by 461 hours or 12.1% in the second quarter of 2025. An increase in overtime due to members out of the workplace due to illness was mitigated by a decrease in members absent on annual leave. A reduction in overtime incurred due to training requirements also contributed to the reduction.

Administrative Workload decreased by 544 hours, or 21.3%. Notable overtime reductions were recorded in units including Communications, Central Holding, Prisoner



Handling, and Provincial Offences. The RIM Unit did experience a small increase over the prior year due to position vacancies and the implementation of a new records-check initiative.

Table 4 illustrates the year-to-date results over the previous 5-year period, including current 2025 data. Civilian overtime hours have decreased by 1,661 hours or 13.8% when compared with the prior year.

Table 4 – Year-to-Date Civilian Overtime by Activity Hours

	2021 January – June	2022 January – June	2023 January – June	2024 January – June	2025 January – June
Meeting Minimums	5,126	7,391	8,489	6,773	5,995
Major Investigation and Incident Follow-Up	342	177	100	319	188
Administrative Workload	1,693	3,327	4,667	4,859	4,143
Proactive & Community-Driven Events	25	396	8	63	27
Sub-Total Before Unusual Activity	7,186	11,291	13,264	12,014	10,353
COVID-19	114	22	-	-	-
Total	7,300	11,313	13,264	12,014	10,353

## Alternatives Reviewed

Not applicable.

## Relationship to Police Service/Board Strategic Priorities

This report provides information required to monitor the Service's alignment with the 2022 - 2025 Strategic Plan goal to realize operational efficiencies and cost savings.

## Relevant Policy Considerations

- Community Safety and Policing Act
- Collective Agreements
- 2022 - 2025 Strategic Plan

## Other Pertinent Reports

8.5 - 2025.05.22 Quarterly Report - Overtime Activities Incurred by the Niagara Regional Police Service, January 1 to March 31, 2025

*This report was prepared by Curtis Custers, Financial Analyst, Finance Unit, and reviewed by Anthony Gallo, Acting Manager, Finance Unit. Reviewed by Laura Rullo, Director, Finance and Asset Management. Recommended by Paul Kosciński, Acting Deputy Chief, Support Services.*



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**Submitted by:**

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

**Appendices**

Not applicable.

July 22nd, 2025

Chief of Police Bill Fordy  
Niagara Regional Police Service  
5700 Valley Way  
Niagara Falls, ON L2E 1X8

Dear Chief Fordy:

In August 2024, the Regional Municipality of Niagara Police Service Board and the Niagara Parks Commission renewed a Policing Agreement, which outlined various responsibilities of the Niagara Regional Police Service and the Niagara Parks Police Service as it related to the relationship between the two services.

This Policing Agreement consisted of several conditions and requirements, one of which included a report to the Police Service Board on a quarterly basis, providing information pertaining to complaints, use of force, discipline, arrests and provincial offences enforcement.

Please find attached the requested information covering the period April 1st to June 30th, 2025.

Should you require any additional information regarding this quarterly report, please do not hesitate to contact me.

Yours truly,

(Original Signed)

Paul Forcier  
Chief of Police  
Niagara Parks Police Service

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**To:** Chair Pat Chiocchio and Members of the Regional  
Municipality of Niagara Police Service Board

**Date of Report:** July 22nd, 2025

**Date of Board Meeting:** September 25<sup>th</sup>, 2025

**Reference:** Quarterly Report for the Niagara Parks Police Service  
For the period April 1<sup>st</sup> to June 30th, 2025

**Recommendations:** Receive for Information

**Background:**

In August of 2024, the Regional Municipality of Niagara Police Service Board and the Niagara Parks Commission renewed their 'Policing Agreement,' which outlined various procedures and responsibilities of the Niagara Regional Police Service and the Niagara Parks Police Service as it related to the working relationship between the two services.

This Policing Agreement consisted of several conditions and requirements, one of which included a quarterly report to the Police Service Board providing information pertaining to complaints, use of force, discipline, arrests and provincial offences enforcement.

The following is provided to the Board for their information:

**COMPLAINTS**

During the period from April 1st to June 30th, 2025 there were no public complaints concerning officer conduct.

## USE OF FORCE

Between April 1st to June 30th, 2025 there were no use of force reports submitted.

## DISCIPLINE

There were no incidents involving discipline between April 1st to June 30th, 2025.

## ARRESTS

During the period April 1st to June 30th, 2025, members of the Service:

<b>Arrests</b>	<b>Apr to Jun 2024</b>	<b>Apr To Jun 2025</b>		<b>Annual Total 2025</b>
Criminal Code, CDSA & Other Federal Statutes	16	14		27
Liquor Licence	2	5		7
Mental Health Act	16	17		31
Trespass to Property Act	19	27		37
Highway Traffic Act	14	25		44
<b>Total</b>	<b>67</b>	<b>88</b>		<b>146</b>

<b>Provincial Offences Notices Issued</b>	<b>Apr to Jun 2024</b>	<b>Apr To Jun 2025</b>		<b>Annual Total 2025</b>
<b>Total PONS Issued</b>	<b>133</b>	<b>211</b>		<b>380</b>
<b>Total Warnings Issued</b>	<b>101</b>	<b>112</b>		<b>217</b>

**Relevant Policy Considerations:** Policing Agreement between the Police Services Board and the Niagara Parks Commission

**Cost of Recommendations:** Nil

**Alternative Options:** Not Receive Report

**Reasons for Recommendations:** Comply with reporting requirements

**Prepared by:**

**Respectfully Submitted by:**

**(Original Signed)**

**(Original Signed)**

**Paul Forcier  
Chief of Police  
Niagara Parks Police Service**

**David Adames  
Chief Executive Officer  
Niagara Parks Commission**





## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Annual Report - Adequate and Effective Policing Board Report –  
May 23, 2024 – December 31, 2024

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

**Report Date:** 2025-08-11

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### Recommendation(s)

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

### Key Facts

- The purpose of this report is to provide the Board with a status update on Adequate and Effective Policing following the implementation of By-Law No. 508/2024 on May 23, 2024.
- The By-Law requires the Chief of Police to ensure compliance with Ontario Regulation 392/23 and to establish procedures across a range of policing functions, including crime prevention, law enforcement, maintaining the public peace, emergency response, victim assistance, and additional policing functions.
- A Board report is required annually, covering crime analysis, call analysis, public disorder analysis, and crime trend information. This report covers the period May 23, 2024 – December 31, 2024.

### Financial Considerations

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

### Analysis

By-Law No. 508/2024 was enacted on May 23, 2024, to align Niagara Regional Police Service policy and operational practices with the Community Safety and Policing Act, 2019 (CSPA) and Ontario Regulation 392/23 – Adequate and Effective Policing (General).

The By-Law outlines the Board's commitment to adequate and effective police service delivery and directs the Chief of Police to implement procedures across key functional

areas. (Policing functions are listed in *italics*, and related procedural documents will be listed thereunder)

1. *Crime Prevention*
2. *Law Enforcement*
3. *Maintaining the Public Peace*
4. *Emergency Response*
5. *Assistance to Victims*
6. *Additional Policing Functions*

(a) *Crime prevention, including:*

- i. *community-based crime prevention initiatives that seek to address the root causes of crime and involve stakeholders, consistent with the Strategic Plan and the policing needs of the community (see By-Law 472-2024)*
- General Order – 147.09 - Crime Analysis - Directly supports crime prevention by analyzing data to identify crime trends.

(b) *Law enforcement, including:*

- i. *community patrol that addresses when and where directed patrol is considered necessary or appropriate, based on the policing needs of the community (see By-Law 473-2024)*
- General Order - 095.10 - Major Incidents and Routine Criminal Investigations - Covers the general scope of routine criminal investigations, which are a core function of patrol officers.
  - General Order - 090.07 - Geographical Boundaries - Defines the patrol districts, foundational to community patrol operation.
- ii. *traffic direction and enforcement, including traffic patrol (see By-Law 504-2024).*
- General Order - 062.07 - Traffic Management - Provides general and specific traffic policy direction.
  - General Order – 058.10 - Traffic - Collision and Investigation - Referenced within GO-062.07, covers collision investigation procedures.
- iii. *situations when more than one police officer must respond to an occurrence or call for service*

- General Order - 031.09 - Priority of Calls for Service – Serves as a guidance on how officers respond to calls, including situations that may require multiple officers for higher priority incidents.
- iv. *internal task forces (see By-Law 450-2024)*
- General Order - 095.10 - Major Incidents and Routine Criminal Investigations - provides direction and reference to "Investigative Project Units," which function as internal task forces.
- v. *joint forces operations (see By-Law 452-2024)*
- vi. *undercover operations (see By-Laws 441-2024 and 442-2024)*
- General Orders governing undercover operations, joint forces operations, and witness protection exist and comply with By-Law requirements; titles withheld for operational security.
- vii. *criminal intelligence, addressing the collection, use, disclosure, retention, disposal, correction and dissemination of, and access to, criminal intelligence information, as well as related audit procedures (see By-Law 441-2024)*
- General Order - 003.14 - Release and Dissemination of Information - This order permits the sharing of legally obtained information with other police services and law enforcement agencies.
- viii. *crime, call for service and public disorder analyses (see By-Law 439-2024)*
- General Order – 147.09 - Crime Analysis - The core policy is that crime, call, and public disorder analysis are essential for investigative and preventative policing, and related information must be collected, collated, analyzed, and disseminated professionally and thoroughly.
- ix. *informants and agents (see By-Law 449-2024)*
- x. *witness protection and security (see By-Law 462-2024)*
- General Orders governing informant and agent operations and witness protection exist and comply with By-Law requirements; title withheld for operational security.
- xi. *police response to persons who are in crisis, regardless of whether those persons appear to have a mental illness or a neurodevelopmental disability (see By-Law 456-2024)*
- General Order – 167.08 - Mentally Ill Persons is referenced as the relevant directive.

*xii. search of the person (see By-Law 458-2024)*

- General Order - 018.21 – Persons in Custody – governs procedures for searches, custody care, detainee transport, and health and safety protocols.

*xiii. search of premises (see By-Law 458-2024)*

- General Order -117.11 – Search & Seizure - provides overarching direction on searches.

*xiv. arrest (see By-Law 435-2024)*

- General Order 100.10 - Powers of Arrest - provides guidance on the arrest authorities used by peace officers and how to implement these authorities effectively.

*xv. bail and violent crime (see By-Law 436-2024)*

- General Order - 019.09 – Violent Crime Bail - outlines procedures for dealing with violent crime and bail, including the factors officers must consider when opposing bail on secondary grounds, the preparation for bail hearings, and handling breaches of release conditions.

*xvi. detainee care and control (see By-Law 455-2024)*

*xvii. detainee transportation (see By-Law 455-2024)*

- General Order 018.21 – Persons in Custody - ensures that members involved in detainee handling are trained for safe detention, transportation, and searches, with standards covering first aid, disease prevention, suicide risk assessment, and medical emergencies.

*xviii. property and evidence control (see By-Laws 457-2024 and 469-2024)*

- General Order 035.13 – Evidence and Property Management - outlines the procedures for managing, storing, and disposing of personal property, money, drugs, and firearms in the Service's possession, including collection, preservation, documentation, and analysis of evidence.

*xix. investigative supports (see By-Law 442-2024)*

- General Order 095.10 – Major Incidents and Routine Criminal Investigations - outlines the criminal investigation function and lists various specialized "Detective Support Units" including Forensic Services Unit, Intelligence Services Unit, and Investigative Analysis Unit;

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- General Order - 121.12 – Forensic Services Unit - sets policies for forensic identification, evidence collection, and analysis; and
  - General Order 192.05 - Electronic Crime Investigations, governs types of digital forensic investigations.
- xx. *the provision of law enforcement in respect of all navigable bodies and courses of water within the Service's area of responsibility (see By-Law 483-2024)*
- (c) *Maintaining the public peace, including:*
- i. *functions, responsibilities and reporting relationships of a public order unit and its members, including in relation to the role of a public order commander and, if any, to a police liaison team (see By-Law 495-2024);*
  - ii. *the deployment of a public order unit for planned and unplanned public order incidents, and debriefing following deployment, including the preparation of a summary and analysis of the outcome and recommendations for improvement (see By-Law 495-2024);*
  - iii. *police action in respect of labour disputes (see By-Law 487-2024); and*
  - iv. *police action in respect of protests, demonstrations, and occupations (see By-Laws 487-2024 and 491-2024).*
- General Order 259.01 - Public Order Unit defines the unit's role in maintaining peace and enforcing the law during public demonstrations, labour disputes, and protests, prioritizing the safety of officers and the public. It outlines the procedures for the unit's mandate, functions, deployment, command and control, training, and equipment.
- (d) *Emergency response, including:*
- i. *the functions and deployment of any tactical unit, hostage rescue team, incident commander, crisis negotiator, explosives disposal, and containment team (see By-Laws 503-2024, 480-2024, 482-2024, 475-2024, and 478-2024); and*
  - ii. *preliminary perimeter control and containment (see By-Law 492-2024)*
- General Order 089.08 – Emergency Task Unit - sets out procedures for managing high-risk incidents, including hostage takings, barricaded persons, and chemical, biological, radiological, nuclear, and explosive (CBRNE) events. It defines staffing, training, and deployment standards for the tactical unit, hostage rescue team, crisis negotiators, explosives disposal, and containment teams.
- iii. *extreme incidents that are consistent with the Extreme Incident Response Plan (see By-Law 512-2024)*
- General Order 095.10 – Major Incidents & Routine Criminal Investigations, outlines the Service's procedures for managing major incidents, ensuring a coordinated and

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efficient response. It covers planning, organization, and investigative coordination, including setting objectives, assigning personnel, and allocating resources.

iv. *the functions and provisions of any mobile mental health and addictions crisis team (see By-Law 456-2024)*

- General Order 167.08 – Mentally Ill Persons - governs the Service's response to persons in crisis, including those with mental health conditions and/or neurodevelopmental disabilities. It aims to ensure professional interactions, foster partnerships with community organizations, and provide officers with the necessary training for these situations.
- A Memorandum of Understanding (MOU) for the Mobile Crisis Rapid Response Team establishes a partnership between the Service and mental health organizations, including CMHA Niagara, Distress Centre of Niagara, and Pathstone Mental Health. This MOU facilitates a collaborative crisis intervention approach between mental health experts and crisis-trained police officers to effectively respond to 9-1-1 calls involving individuals requiring support, facilitating information exchange for safe and effective response.

v. *explosive forced entry and explosive disposal (see By-Law 478-2024); and*

vi. *responses to a chemical, biological, radiological, nuclear or explosive incident (see By-Law 512-2024)*

- General Order - 089.08 - Emergency Task Unit - See above.

vii. *emergency ground search, rescue and recovery (see By-Law 485-2024)*

- General Order 177.07 – Ground Search - outlines procedures for coordinating ground search and rescue efforts for lost or missing persons, including partnerships with other emergency services and volunteer groups.

viii. *emergency waterways search, rescue and recovery, including underwater search and recovery (see By-Law 483-2024)*

- General Order - 088.07 – Underwater Search and Recovery Unit - outlines the procedures for the Service's Underwater Search and Recovery Unit, detailing its organization, operations, and the recovery of bodies, human remains, or evidence from water. There is a significant focus on compliance with occupational health and safety standards for divers.

ix. *canine units (see By-Law 467-2024)*

- General Order - 077.14 – Canine Unit, outlines the Service's procedures for its Canine Unit, covering the training, selection of handlers, equipment, and deployment of canine teams for tasks such as tracking, article searches, narcotic detection, and

high-risk takedowns. It emphasizes supporting operational functions and sets standards for handler responsibilities and inter-agency coordination.

(e) *Providing assistance to victims of crime, including:*

- i. *referrals to, as appropriate in the circumstances, emergency services, health care professionals, victim support agencies, social service agencies and other appropriate governmental, non-governmental or community organizations (see By-Law 461-2024); and*
  - ii. *responsibilities of members of the Police Service in providing assistance to victims (see By-Law 461-2024)*
- General Order -115.07 – Assistance for Victims and Witnesses, provides guidelines for the Service to help victims and witnesses of crime or tragedy, including emotional support, practical assistance, and referrals to appropriate community agencies and support services.

(f) *Additional policing functions, including:*

- i. *communications and dispatch services (see By-Law 471-2024)*
- General Order - 033.11 – Communications Systems - outlines the Service's procedures for its Communications Unit and communication systems, including voice and data radio, mobile data terminals (MDTs), and the prioritization, answering, dispatching, and tracking of calls for service, ensuring effective internal and public communication.
- ii. *supervision in accordance with Ontario Regulation 392/23 (see By-Law 502-2024).*
- General Order - 067.07 – Organizational Chart, Chain of Command and Delegation of Authority - outlines the Service's structure for frontline supervision and span of control, which defines the number of subordinates a supervisor can effectively manage. This order aims to ensure clarity with respect to authority, accountability, and efficiency.

4.2. *The Chief of Police shall prepare an emergency plan for the Service setting out the roles and responsibilities of the Service during an emergency and the procedures to be followed during an emergency. In developing the emergency plan, the Chief of Police shall consult with the Regional Municipality of Niagara and any other applicable emergency service providers (see By-Law 476-2024).*

- Niagara Regional Police Service Emergency Response Plan outlines the Service's emergency roles and procedures in coordination with the Regional Municipality of Niagara and other emergency services.



*4.3 The Chief of Police shall ensure that members of the Service, or persons performing a policing function under the direction of a member, are capable of performing the functions assigned to them (see By-Law 502-2024).*

- General Order 070.06 – Roll Call - Supervisors must conduct roll calls at the start of each shift to assess officers' readiness, including equipment, dress, and health, ensuring compliance with Service standards.
- General Order 087.10 – Occupational Health & Safety - Members must maintain their health, attend regularly, and follow safety requirements, while the Chief appoints competent supervisors and ensures member protection. Members must report hazards promptly.
- General Order 012.11 – Auxiliary Police Service - The Chief must ensure Auxiliary Police members receive proper training, equipment, and supervision. They have police authority only when authorized and accompanied by a police officer and authorized by the Chief.
- General Order 025.08 – Volunteer Services - Volunteers, including "Ride-Alongs" (per General Order 191.08), must be supervised when in secure areas of Service premises.
- General Order 053.26 – Use of Force - In special emergencies, an Auxiliary Member may be issued a firearm if needed to prevent loss of life. The Auxiliary Member must be in the company of a sworn member and have current firearms training.
- MCR MOU 168-15: Participating constables' duties must align with CSPA definitions, Service policies, and be approved by the Chief or designate.

*4.4 The Chief of Police shall ensure that the equipment and other resources provided to members of the Service for the purpose of providing a policing function shall include at least the equipment and resources set out in Schedule 1 of the Adequate and Effective Policing (General) Regulation.*

- General Order - 048.08 – Uniform and Equipment Supply establishes the policy for issuing and maintaining approved articles of uniform and equipment to members, including auxiliary members. These issued items remain the property of the Service and must be returned at the end of employment with the NRPS.

**4.5**

*(a) The Chief of Police shall develop an Operational Plan (see By-Laws 476-2024 and 512-2024) for the following incidents:*

- an incident that requires multiple members of a Chief of Police's Service to provide emergency response or maintain the public peace policing functions outside of the Service's area of policing responsibility*

- General Order – 259.01 - Public Order Unit – Outlines that the NRPS POU may be deployed to assist other Law Enforcement Agencies in accordance with terms of Mutual Aid Agreements.
- General Order - 089.08 – Emergency Task Unit - mentions liaison with tactical units from other police services and "existing shared services agreement" when assistance is required to resolve a major incident.

*ii. the provision of policing functions by the Service in relation to the incident is anticipated to continuously last, or has already continuously lasted, longer than the duration of a normal shift for the involved members of the Service*

*(b) The Operational Plan shall have regard to the collective agreements with members, and address, without limitation, breaks and meals for members of the Police Service who are deployed in relation to the incident.*

*(c) The Chief of Police shall comply with the requirements in the Operational Plan.*

- The NRPS Emergency Response Plan serves as an all-hazards response and management tool, providing guidance during major emergencies or disasters. It assigns supervisors the responsibility of safeguarding officer well-being during extended assignments by ensuring personnel receive adequate nourishment, establishing a 12-hour shift relief system when needed, and considering staggered shifts to reduce congestion and maintain operational efficiency.

*4.6 The Chief of Police shall implement a quality assurance process relating to the provision of adequate and effective policing in accordance with the Act and Regulations and any Board policies in respect of quality assurance (see By-Law 517-2024).*

- General Order - 034.12 - Report Submissions, outlines the functions of the Quality Assurance Unit ensure compliance with Canadian Centre for Justice Statistics requirements, while ensuring investigative integrity.

*4.7 The Chief of Police shall ensure that members have the necessary training, knowledge, skills and abilities to perform the duties required by the Act and its Regulations.*

- General Order - 053.25 – Use of Force - outlines the Service's policy to ensure members are adequately trained to safely manage and control conflict, including, where necessary, the use of force. It also mandates the documentation and reporting of these incidents in accordance with the law and Service policy and procedures.
- General Order - 030.09 – Training and Career Development - establishes the Service's policy to provide members with opportunities to improve their skills, knowledge, and abilities, including mandatory and optional training.

## **Alternatives Reviewed**

Not applicable.

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

This report was prepared to comply with the provisions of the Board By-Law No. 508/2024: Adequate and Effective Policing.

## **Relevant Policy Considerations**

- Community Safety and Policing Act, 2019
- Ontario Regulation 392/23 – Adequate and Effective of Policing (General)

## **Other Pertinent Reports**

Not applicable

*This report was prepared by Constable Ryan Attoe, and Dr. Hector Perez, Corporate Analyst, in consultation with Crime Analysis Manager, Chantal Constant and reviewed by Rany Audeh, Manager Corporate Strategy and Innovation.*



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### **Submitted by:**

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

## **Appendices**

Not applicable.



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

### **PUBLIC AGENDA**

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**Subject:** Annual Report – Crime Analysis – January 1 to December 31, 2024

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

**Report Date:** 2024-09-05

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#### **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 Board By-Law 439-2024 – Crime Analysis.
- The Chief of Police is required to make a written annual report to the Board with respect to Crime Analysis.
- This report provides information to the Board for review and consideration relating to the Service's operation of Crime Analysis.

#### **Financial Considerations**

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

#### **Analysis**

In accordance with By-Law 439-2024 – Crime Analysis, the Chief shall make a written report to the Board on or before August 30 of each year in respect of crime, call, and public disorder analysis. This report shall include:

- a) A summary of the written procedures concerning crime, call, and public disorder analysis;
- b) Confirmation of Service compliance with the said procedures;
- c) An indication of the resources used, and costs associated with crime analysis;
- d) The criteria and process to be used for sharing relevant crime, call, and public disorder analysis with municipal councils and officials, school boards, community organizations and groups, businesses, and members of the public; and
- e) A summary of crime calls for service, and public disorder patterns, trends, and forecasts based on crime, call, and public disorder analysis.

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

- a) *“... a summary of the written procedures concerning crime, call, and public disorder analysis...”*

Written procedures pertaining to crime analysis are detailed in General Order (GO) – 147.09 - Crime Analysis. This GO was last updated June 03, 2025. Under the provisions of the GO, it is the responsibility of the various crime analysts within the Service to collect, analyze, and disseminate information pertaining to the following:

- (a) calls for service data, including repeat calls at the same location;
- (b) patterns of crime by type;
- (c) patterns of crime by location;
- (d) linked offences;
- (e) linked offenders;
- (f) locations and times of increased criminal activity;
- (g) locations and times of public disorder, particularly aggressive begging, graffiti, loitering, public alcohol and drug activity, street prostitution, unruly crowds, and vandalism;
- (h) methods of offending;
- (i) prolific offenders / organization;
- (j) types of individuals, groups, and organizations that may be at higher risk;
- (k) repeat victimization;
- (l) identified actual and potential hazards within this Service’s jurisdictions;
- (m) early recognition of serial crimes includes threshold and non-threshold sexual assaults and attempts, and criminal harassment as defined in the Major Case Management (MCM) Manual; and
- (n) any other activity that may affect the quality of life of the residents of, and visitors to, the Niagara Region.

Crime Analysts must ensure that all crime analysis material published clearly identifies:

- (a) the source of all base data;
- (b) the estimated reliability of all base data; and
- (c) the confidentiality rating of the published crime analysis material.

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

Ontario Regulation 392/23 requires the establishment of systems and procedures for the collection, use, disclosure, retention, disposal, correction and dissemination of, and access to, criminal intelligence information, as well as related audit procedures. Each of the requisite procedures is addressed in GO – 147.09 - Crime Analysis. Compliance is overseen by the Policy and Risk Management Unit.

- c) *“...an indication of the resources used, and costs associated with crime analysis...”*

There are eight civilian Crime Analyst positions, three of which are District Crime Analyst positions, embedded in the District Detective offices in St. Catharines, Niagara Falls, and Welland. The District Crime Analysts are responsible for street level criminal activity within each of their respective regions. There are also three Violent Crime Analyst positions, responsible for violent crime activity throughout the Region, maintaining quality control of the Violent Crime Linkage Analysis System (ViCLAS) submissions, providing analytical support to investigators of defined major cases, as well as ensuring compliance in entering designated offences into the MCM software as mandated by the Ontario Ministry of the Solicitor General. One analyst position resides within the Special Investigative Services Unit. This position is responsible for information analysis and dissemination of information for organized crime groups. They also play a vital role in major projects and street level enforcement. One Homicide Analyst position is dedicated to supporting major crime investigations by analyzing data, organizing large datasets, and providing ongoing investigative support.

The Service remains committed to maximizing public safety through enforcement and intelligence-led policing. To achieve this goal, crime analysts work to identify crime trends, establish linkages between offences, offenders, and methods of offending, and to present and communicate those findings to assist in the creation and implementation of intelligence-based policing strategies.

- d) *“...the criteria and process to be used for sharing relevant crime, call, and public disorder analysis with municipal councils and officials, school boards, community organizations and groups, businesses, and members of the public...”*

The primary source of base crime data are records and reports generated from within this Service, which include, but are not limited to:

All event types within the Versadex Reporting System;

- (a) reports of actual and potential hazards affecting police and public safety;
- (b) ViCLAS; and
- (c) MCM Database.

Secondary sources of legally obtained data include information obtained from:

- (a) arrested persons through interviews;
- (b) confidential informants;
- (c) other law enforcement agencies;
- (d) other agencies within the criminal justice system;
- (e) other government agencies;
- (f) news media organizations;
- (g) research institutions, including Canadian Center for Justice Statistics;
- (h) educational institutions; and
- (i) any other appropriate private or public organizations.

Crime Analysts have built relationships and networks throughout policing and public agencies in Canada and the United States, affording the ability to share and receive crucial information in a timely fashion. GO – 147.09 - Crime Analysis directs that crime analysis materials, in the form of weekly crime bulletins, may be provided on a routine basis to outside law enforcement agencies and/or organizations with an investigative interest. All decisions on the release of information must be consistent with the release provisions of existing legislation from the Criminal Code of Canada, the Youth Criminal Justice Act, and mandated policies, including the Canadian Police Information Centre (CPIC) policy manual.

Pursuant to GO - 003.14 - Release and Dissemination of Information, information may be shared with other police services and/or law enforcement agencies for a law enforcement purpose. Also, all other requests (non-law enforcement) should be made in writing on letterhead from the requesting agency. The release of information to community agencies is accommodated through the Freedom of Information Unit, which follows GO - 006.09 - Municipal Freedom of Information and Protection of Privacy Act. Additionally, some crime and public disorder analyses are released through the Service's Annual Report.

- e) *“...a summary of crime, calls for service and public disorder patterns, trends, and forecasts based on crime, call, and public disorder analysis...”*

#### Criminal Code Violations in Niagara Region (2020-2024)

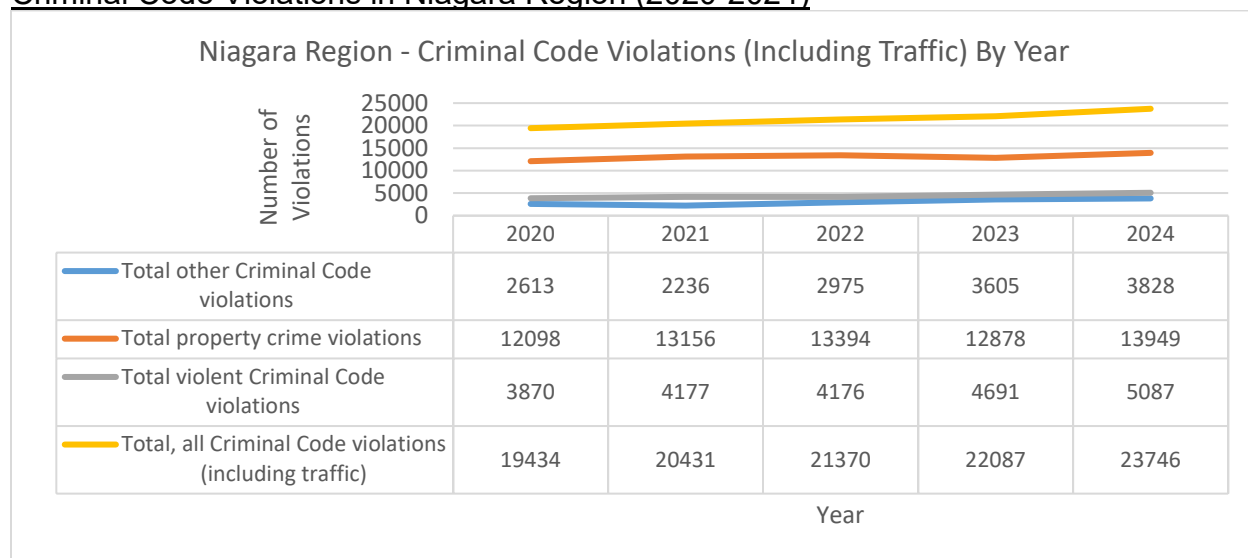


Chart 1: Source: Statistics Canada, Niagara Region. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories, Census Metropolitan Areas and Canadian Forces Military Police DOI: <https://doi.org/10.25318/3510017701-eng> In 2024, the increase in actual total reported Criminal Code violations (incidents) in Chart 1 aligns with the rate of reported Criminal Code violations per 100,000 population as listed in Table 1 (Appendix 1). Violent crime in 2024 increased by 5.45% from 2023. However, the rate of violent crime in the Niagara Region (943 Incidents per 100,000 population) remained lower than both the Provincial and National levels (1085, and



1433 per 100,000 population, respectively). After a decrease in property crime of 6.7% from 2022 to 2023, an increase of 5.3% occurred between 2023 and 2024.

Niagara continues to rank below national rates for Criminal Code offences, violent crime, and property crimes; but is statistically comparable at a provincial level. Since 2019, Niagara crime rates have correlated with the Ontario rate for overall criminal offences (See Chart 2). Niagara continues to rank below national rates in violent crimes (See Chart 3). In 2024, there was an increase in violent crime; but Niagara remains consistent with the provincial rates. In 2024, Niagara continued to rank below the provincial rate for property crimes.

### Overall Crime Rate per 100,000 Population

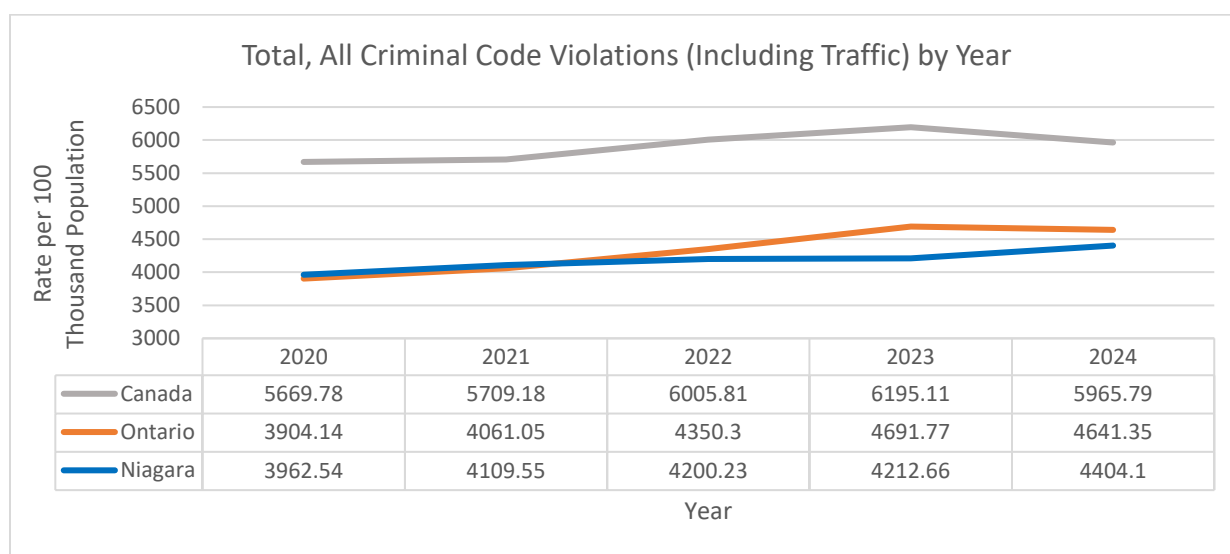


Chart 2: Source: Statistics Canada. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories, Census Metropolitan Areas and Canadian Forces Military Police DOI: <https://doi.org/10.25318/3510017701-eng>

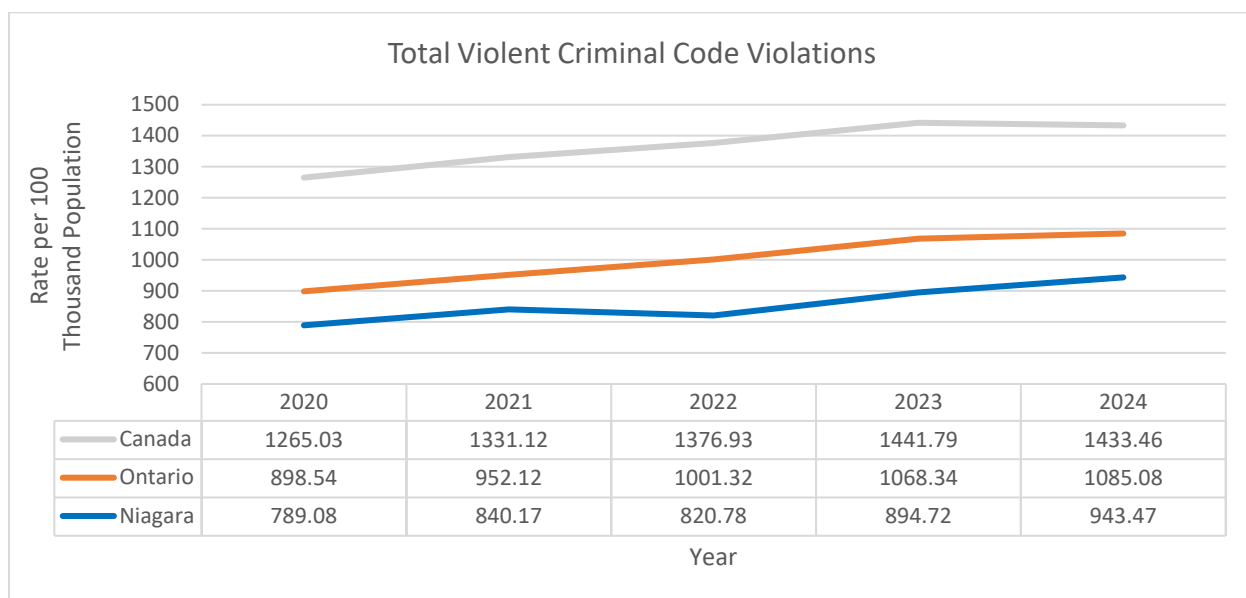


Chart 3: Source: Statistics Canada. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories, Census Metropolitan Areas and Canadian Forces Military Police. DOI: <https://doi.org/10.25318/3510017701-eng>

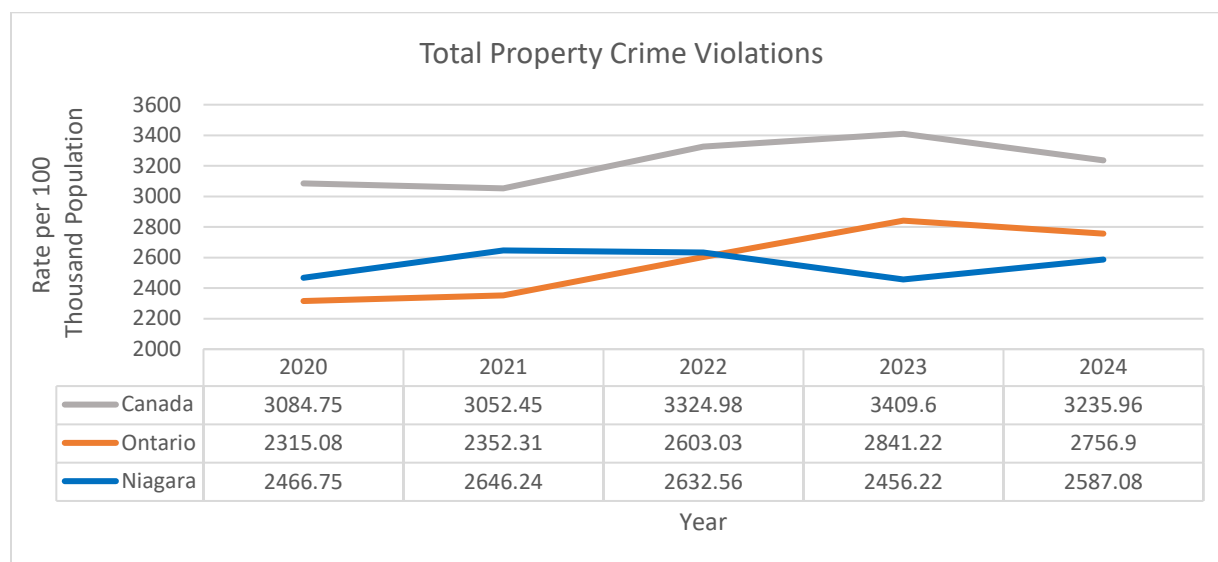


Chart 4: Source: Statistics Canada. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories, Census Metropolitan Areas and Canadian Forces Military Police DOI: <https://doi.org/10.25318/3510017701-eng>

### Analysis of 2024 Overall Crime Trends:

#### All Criminal Code Violations:

In 2024, Niagara saw an increase of 4.5% in overall total Criminal Code violations per 100,000 population, which was inconsistent with the provincial and national rates (-1.1%

Ontario, -3.7% Canada). Niagara's rate per 100,000 population in this category is still below the provincial and national averages. While the chart indicates an overall rise in total violent crime, the violent crime rate per 100,000 population has declined. This could be attributed to the population increasing at a faster pace than the number of reported violent crimes, leading to a lower rate when adjusted for population size.

#### Total Violent Crimes:

In 2024, Niagara's violent crime rate rose compared to 2023, although the pace of increase was lower than the growth observed between 2022 and 2023. The rate continues to remain below both the provincial and national averages.

#### Total Property Crimes:

Niagara's property crime totals were higher than provincial rates until 2023, when a rise in the provincial rate, and a decline in Niagara's rate brought Niagara below both the National and Provincial rates. This trend continued into 2024, despite an increase in the rate of Property Crimes in the Niagara Region, and Niagara continues to have a rate below both the provincial and national rates.

#### **Crime Severity Index (CSI):**

The CSI, a Statistics Canada measure of all police-reported crime, takes into consideration both the volume and seriousness of offences and provides a comparison across all police agencies. The twelve largest police services in Ontario, often referred to as "the Big 12", are used as comparators.

The CSI was developed to address the limitation of the police-reported crime rate being driven by high volume, relatively less serious offences. The CSI not only considers the volume of crime; but also, the seriousness of crime. To calculate the police-reported CSI, each violation is assigned a weight. CSI weights are based on the violation's incarceration rate, as well as the average length of prison sentence handed down by criminal courts. The more serious the average sentence, the higher the weight assigned to the offence, meaning that the more serious offences have a greater impact on the index. Unlike the traditional crime rate, all offences, including Criminal Code traffic violations and other federal statute violations such as drug offences, are included in the CSI.

To calculate the CSI, the weighted offences are summed and then divided by the population. Similar to the Consumer Price Index, for ease of comparison, the CSI is then standardized to a base year of "100" (for the CSI the base year is 2006).

Below we provide Niagara's CSI and our ranking in comparison with the other police agencies in the Big 12.

#### 3-Year Crime Severity Index and Rank among the Big 12:

Niagara	Total CSI	Rank	Violent CSI	Rank	Non-Violent CSI	Rank
2024	58.97	6	78.46	5	51.68	7
2023	55.39	5	68.83	6	50.49	5
2022	55.77	6	65.88	4	52.20	7

Table 1: Statistics Canada. Table 35-10-0188-01. Crime Severity Index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas. DOI: <https://doi.org/10.25318/3510018801-eng>.

Note: A rank of "1" is the safest community, while a rank of "12" is the least safe community across the Big 12. Violent CSI includes homicide, murder assault, manslaughter, criminal negligence cause death, all assaults – 1, 2 and 3) all sexual assaults – 1, 2 and 3, negligence cause death, sexual violations against children, internet luring of child, pornography, endangerment, robberies, utter threats, kidnapping (abduction), extortion, harassment, assault peace officer, etc. On the other side, Non-Violent CSI includes fraud, theft over \$5,000.00, theft under \$5,000.00, shoplifting over and under \$5,000.00, breaking and enter, weapons violations, possess stolen property, mischief, disturbing the peace, etc.

In 2024, Niagara's CSI rose 6.46% from 2023. Niagara ranked as the sixth safest community overall, among the Big 12. A significant portion of the increase in the overall CSI is the result of increases in lower-level property crimes. Property crime violations are responsible for 48% of the total value of the CSI.

Violent offences are responsible for 38% of the overall CSI value. An increase in the number of homicides and several other categories of violent offence had a significant impact on the CSI in Niagara in 2024. The CSI for violent crime increased by 14% between 2023 and 2024 in the Niagara Region, continuing a trend of consistent increases since 2017 (See Chart 7). This trend is consistent with the Ontario Violent CSI trend which began a consistent upward climb in 2015.

Table 2 provides the CSI values for Ontario Big 12 Police Services from 2020 to 2024. A lower value indicates a lower overall CSI and a lower amount of crime in that jurisdiction. Each jurisdiction can be traced from year to year showing relative trends between police jurisdictions.

Chart 5 compares the absolute value of the CSI between the Niagara Region and Ontario and shows a strong and long-standing correlation.

Charts 6 and 7 show the Non-Violent CSI and the Violent CSI for Niagara compared against Ontario. The similarities between the overall CSI (Chart 5) and the Non-Violent CSI (Chart 6) displays the proportionally larger effect that property crimes have on the overall CSI.

Police Jurisdiction	2020	2021	2022	2023	2024	2024 Ranking
Durham Region	40.85	43.11	44.44	47.01	47.11	2
Greater Sudbury	86.66	83.3	81.52	76.87	67.07	9
Halton Region	22.76	23.5	31.2	32.24	31.22	1
Hamilton	65.76	67.36	64.67	68.16	66.15	8

London	80.05	87.26	81.36	70.78	65.89	7
Niagara Region	57.75	61.03	55.77	55.39	58.97	6
Ontario	55.41	56.04	58.83	61.54	60.69	
Ottawa	47.96	48.48	54.2	55.82	55.75	4
Peel Region	38.07	37.38	47.66	52.19	56.36	5
Toronto	58.55	56.99	62.25	69.57	68.65	10
Waterloo Region	74.79	76.25	79	75.99	72.68	11
Windsor	85.37	94.65	80.74	84.58	80.32	12
York Region	38.51	38.82	47.4	54.54	53.91	3

Table 2: Statistics Canada. Table 35-10-0188-01. Crime Severity Index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas. DOI: <https://doi.org/10.25318/3510018801-eng>.

### Crime Rates for Selected Violations:

It is instructive to review selected categories of crime to determine if overall trends persist within various sub-classifications. The offences listed in Appendix 1 do not comprise an all-inclusive list; but are the major contributors to determining overall, violent and property crime rates.

The table displays crime rates per 100,000 in population, and percent change in rate for selected offences. The highlighted values indicate a comparison to provincial and national levels.

### Calls for Service Analysis:

In 2024, the Niagara Regional Police Service received 144,186 Calls for Service, representing a 0.6% increase from 2023. In 2020 the Niagara Regional Police Service experienced a Covid-related decrease in calls for service. Since 2021, the number of calls for service have displayed a consistent trend in line with the population growth in the Niagara Region during the same period (i.e., 2.4% increase in population per year). The number of calls for service are closely related to the population of the Niagara Region and the continued growth of the population is expected to drive an increase in the calls for service.

The distribution of cases throughout the Niagara Region is closely related to the population density.

Year	1D	2D	3D	5D	6D	8D	Grand Total
2020	47,272	38,481	18,451	7,200	5,813	8,673	125,890
2021	54,441	44,718	21,350	8,378	6,988	9,401	145,276
2022	56,563	43,548	20,676	7,934	6,324	10,360	145,405
2023	55,472	42,358	21,755	7,165	6,363	10,263	143,376
2024	54,114	43,389	23,744	7,280	6,110	9,549	144,186

Table 3: Source: NRPS CAD system report, prepared on August 13, 2025.

### **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 Adequacy and Effective Policing.

### **Relevant Policy Considerations**

Board By-Law 439-2024 – Crime Analysis

GO - 147.09 – Crime Analysis

GO - 003.14 Release and Dissemination of Information

GO - 006.09 Municipal Freedom of Information and Protection of Privacy Act

### **Other Pertinent Reports**

8.5 - 2024.10.02 – Annual Report – Crime Analysis - January 1 to December 31, 2023

This report was prepared by the office of Strategic Planning and Innovation, Constable Ryan Attoe; in consultation with Chantal Constant, Crime Analysis Manager, and Dr. Hector Perez, Corporate Analyst, and reviewed by David Masotti, Superintendent, Investigative Services.



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### **Submitted by:**

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

### **Appendices**

Appendix 1: Crime Severity Index, Non-Violent Crime Severity Index, Violent Crime Severity Index, Crime Incidents and Rates for Selected Offences 2020-2024

## Appendix 1

**Chart 5, Crime Severity Index**

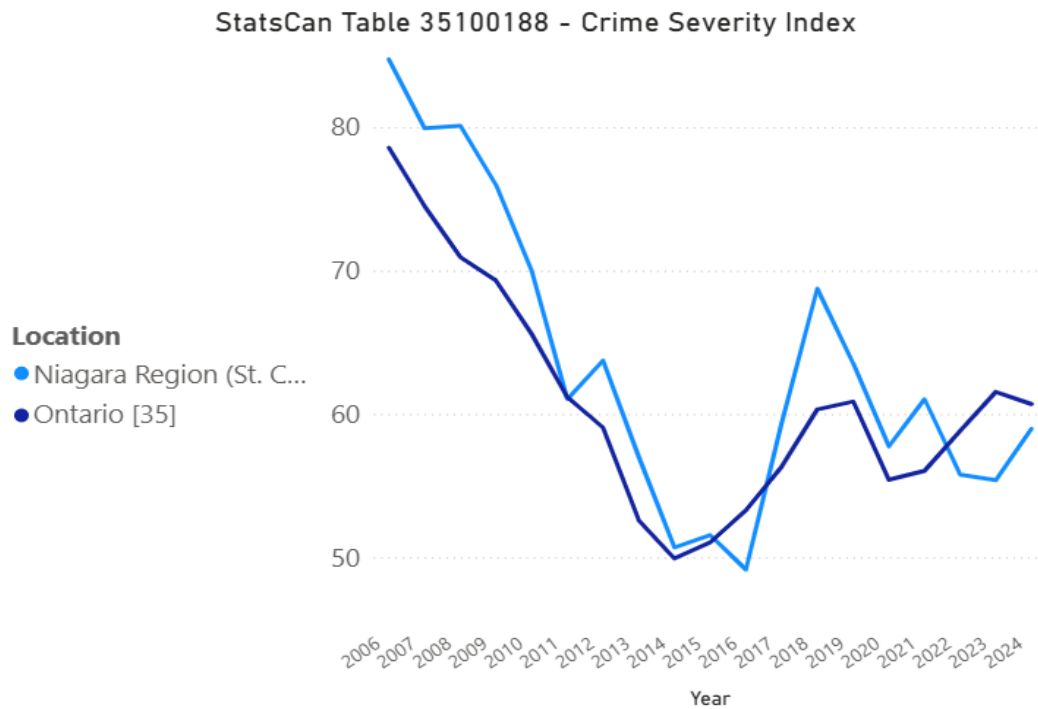


Chart 5: Statistics Canada. Table 35-10-0188-01. Crime Severity Index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas. DOI: <https://doi.org/10.25318/3510018801-eng>.

**Chart 6, Non-Violent Crime Severity Index**

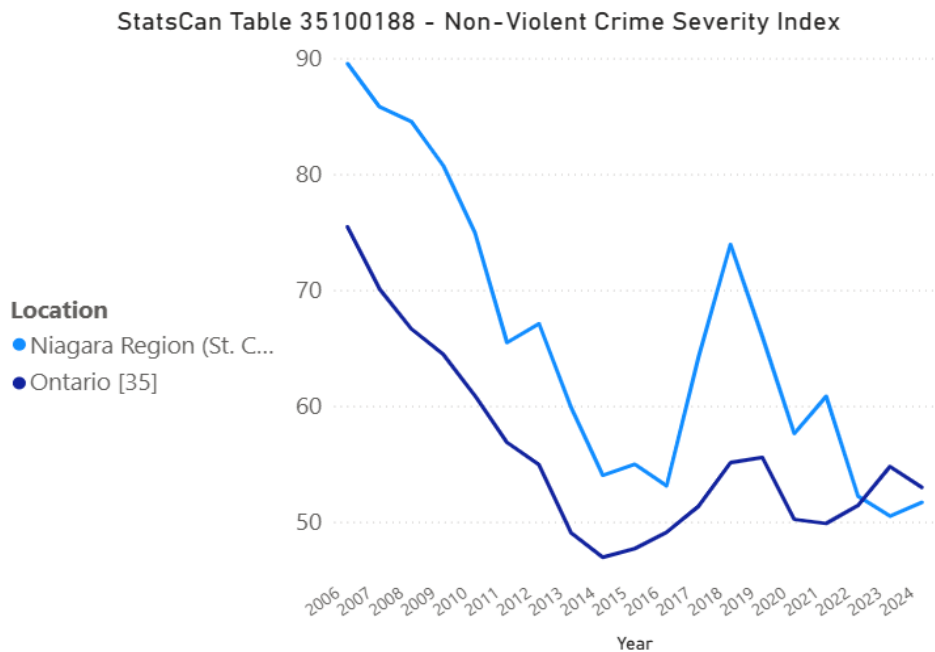


Chart 6: Statistics Canada. Table 35-10-0188-01. Crime Severity Index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas. DOI: <https://doi.org/10.25318/3510018801-eng>.



## Chart 7, Violent Crime Severity Index

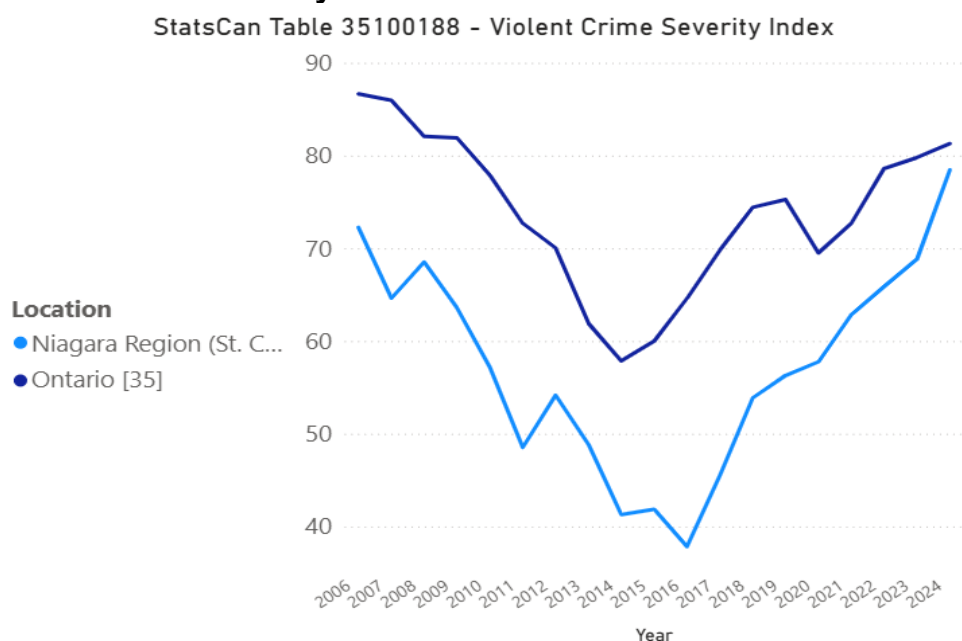


Chart 7: Statistics Canada. Table 35-10-0188-01. Crime Severity Index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas. DOI: <https://doi.org/10.25318/3510018801-eng>.

**Table: Crime Incidents and Rates for Selected Offences 2020 - 2024**

Violations	2020	2021	2022	2023	2024
<b>Arson</b>					
Actual incidents	57	47	54	38	53
Percentage change in rate	4.29	-18.66	12.27	-31.71	35.62
Percentage contribution to the Crime Severity Index (CSI)	0.59	0.47	0.57	0.4	0.5
Rate per 100,000 population	11.62	9.45	10.61	7.25	9.83
<b>Assault, level 1</b>					
Actual incidents	1037	1071	1070	1172	1302
Percentage change in rate	-3.79	1.88	-2.38	6.29	8.03
Percentage contribution to the Crime Severity Index (CSI)	1.6	1.61	1.72	1.84	1.86
Rate per 100,000 population	211.44	215.42	210.31	223.54	241.48
<b>Attempted murder</b>					
Actual incidents	5	5	8	4	11
Percentage change in rate		-1.35	56.34		
Percentage contribution to the Crime Severity Index (CSI)	0.5	0.56	0.96	0.47	1.18
Rate per 100,000 population	1.02	1.01	1.57	0.76	2.04
<b>Fraud</b>					

Actual incidents	1470	1892	2166	2374	2487
Percentage change in rate	-23.96	26.97	11.87	6.36	1.87
Percentage contribution to the Crime Severity Index (CSI)	10.46	9.61	11.76	12.6	12.05
Rate per 100,000 population	299.73	380.56	425.72	452.79	461.26
<b>Homicide</b>					
Actual incidents	5	6	9	12	15
Percentage change in rate	-17.66	18.38	46.57	29.39	21.55
Percentage contribution to the Crime Severity Index (CSI)	2.24	2.85	3.4	4.42	6.1
Rate per 100,000 population	1.02	1.21	1.77	2.29	2.78
<b>Total breaking and entering</b>					
Actual incidents	1697	1846	1391	1274	1259
Percentage change in rate	-16.33	7.31	-26.37	-11.12	-3.9
Percentage contribution to the Crime Severity Index (CSI)	20.95	21.76	17.54	15.74	14.18
Rate per 100,000 population	346.01	371.31	273.4	242.99	233.5
<b>Total Criminal Code traffic violations</b>					
Actual incidents	853	862	825	913	882
Percentage change in rate	-6.56	-0.31	-6.48	7.39	-6.06
Percentage contribution to the Crime Severity Index (CSI)	1.93	2.01	1.84	2.19	1.91
Rate per 100,000 population	173.92	173.39	162.15	174.14	163.58
<b>Total firearms, use of, discharge, pointing</b>					
Actual incidents	29	37	21	19	26
Percentage change in rate	-22.56	25.86	-44.54	-12.2	33.07
Percentage contribution to the Crime Severity Index (CSI)	0.82	1.22	0.76	0.47	0.91
Rate per 100,000 population	5.91	7.44	4.13	3.62	4.82
<b>Total impaired driving</b>					
Actual incidents	488	519	531	547	563
Percentage change in rate	-3.76	4.92	-0.03	-0.04	0.08
Percentage contribution to the Crime Severity Index (CSI)	0.48	0.52	0.56	0.67	0.47
Rate per 100,000 population	99.5	104.39	104.37	104.33	104.42
<b>Total mischief</b>					
Actual incidents	1970	1952	2212	1859	1966
Percentage change in rate	3.31	-2.25	10.73	-18.45	2.84
Percentage contribution to the Crime Severity Index (CSI)	3.43	3.03	3.69	3.01	2.91
Rate per 100,000 population	401.68	392.63	434.76	354.57	364.63

<b>Total other Criminal Code violations</b>					
Actual incidents	2613	2236	2975	3605	3828
Percentage change in rate	-16.99	-15.58	30.01	17.59	3.26
Percentage contribution to the Crime Severity Index (CSI)	8.31	6.89	6.77	7.63	7.82
Rate per 100,000 population	532.78	449.76	584.73	687.58	709.97
<b>Total property crime violations</b>					
Actual incidents	12098	13156	13394	12878	13949
Percentage change in rate	-11.54	7.28	-0.52	-6.7	5.33
Percentage contribution to the Crime Severity Index (CSI)	56.1	53.25	53.35	50.12	48.32
Rate per 100,000 population	2466.75	2646.24	2632.56	2456.22	2587.08
<b>Total robbery</b>					
Actual incidents	193	177	196	181	206
Percentage change in rate	7.73	-9.53	8.2	-10.39	10.67
Percentage contribution to the Crime Severity Index (CSI)	5.26	4.73	5.6	5.05	5.25
Rate per 100,000 population	39.35	35.6	38.52	34.52	38.21
<b>Total sexual violations against children</b>					
Actual incidents	65	96	111	125	136
Percentage change in rate	-32.4	45.7	12.98	9.28	5.8
Percentage contribution to the Crime Severity Index (CSI)	1.34	2.15	2.66	3.01	3.17
Rate per 100,000 population	13.25	19.31	21.82	23.84	25.22
<b>Total theft of motor vehicle</b>					
Actual incidents	864	882	894	827	1027
Percentage change in rate	-0.27	0.7	-0.96	-10.23	20.76
Percentage contribution to the Crime Severity Index (CSI)	3.59	3.93	4.26	3.85	4.37
Rate per 100,000 population	176.17	177.41	175.71	157.73	190.47
<b>Total theft over \$5,000 (non-motor vehicle)</b>					
Actual incidents	161	190	228	233	241
Percentage change in rate	-3.59	16.42	17.26	-0.83	0.58
Percentage contribution to the Crime Severity Index (CSI)	1.36	1.46	1.88	1.87	1.77
Rate per 100,000 population	32.83	38.22	44.81	44.44	44.7
<b>Total theft under \$5,000 (non-motor vehicle)</b>					
Actual incidents	5082	5415	5686	5684	6334
Percentage change in rate	-18	5.11	2.61	-2.99	8.36

Percentage contribution to the Crime Severity Index (CSI)	11.09	9.11	10.23	9.99	10.17
Rate per 100,000 population	1036.21	1089.19	1117.57	1084.11	1174.75
<b>Total violent Criminal Code violations</b>					
Actual incidents	3870	4177	4176	4691	5087
Percentage change in rate	17.29	6.47	-2.31	9.01	5.45
Percentage contribution to the Crime Severity Index (CSI)	26.5	29.22	33.53	35.27	37.77
Rate per 100,000 population	789.08	840.17	820.78	894.72	943.47
<b>Total weapons violations</b>					
Actual incidents	134	148	62	97	101
Percentage change in rate	42.36	8.96	-59.07	51.82	1.25
Percentage contribution to the Crime Severity Index (CSI)	1.15	1.35	0.52	0.81	0.75
Rate per 100,000 population	27.32	29.77	12.19	18.5	18.73
<b>Total, all Criminal Code violations (excluding traffic)</b>					
Actual incidents	18581	19569	20545	21174	22864
Percentage change in rate	-7.66	3.89	2.59	0.01	5
Percentage contribution to the Crime Severity Index (CSI)	90.91	89.36	93.65	93.02	93.91
Rate per 100,000 population	3788.62	3936.17	4038.08	4038.52	4240.51
<b>Total, all Criminal Code violations (including traffic)</b>					
Actual incidents	19434	20431	21370	22087	23746
Percentage change in rate	-7.61	3.71	2.21	0.3	4.54
Percentage contribution to the Crime Severity Index (CSI)	92.84	91.37	95.49	95.2	95.82
Rate per 100,000 population	3962.54	4109.55	4200.23	4212.66	4404.1

**Source:** Statistics Canada, Niagara Region. Table 35-10-0177-01 Incident-based crime statistics, by detailed violations, Canada, provinces, territories, Census Metropolitan Areas and Canadian Forces Military Police. DOI: <https://doi.org/10.25318/3510017701-eng>

# **The Niagara Parks Police Service**



## **2024 Annual Report: Promoting Visitor Safety**



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# INTRODUCTION

The Niagara Parks Police Service (NPPS) was established by the Niagara Parks Commission (NPC) in 1887 to provide specialized policing services dedicated to protect the parks and the millions of visitors who travelled to Niagara Falls annually to be inspired by its natural wonder.

The NPC is a self-financed agency of the Ontario Ministry of Tourism, Culture and Gaming. The NPC and its police service therefore operate at no cost to taxpayers.

NPPS members are employed by the NPC and are appointed as Special Constables by the Regional Municipality of Niagara Police Service Board (RMONPSB). These Special Constable appointments confer NPPS sworn members the powers of a police officer for a wide range of provincial and federal statutes and regulations. The appointments are administratively reviewed every five years while a policing agreement (MOU) between the NPC and the RMONPSB governs administrative and reporting requirements.

The Niagara Parks Police Service is unique in Ontario. Its members are recruited and trained to the same standard as would be expected of a front-line police officer. Sworn members must graduate from the Basic Constable Training Course at the Ontario Police College and continue to receive relevant police training throughout their careers. NPPS members are issued police standard use of force equipment, including firearms, and must qualify at annual in-service training in a manner consistent with policing standards.



The regular duties of NPPS sworn members include:

- Performing policing functions within the Parks
- Preserving and protecting the public peace
- Responding to routine and emergency calls for service
- Performing high-profile proactive patrols throughout the Parks, including the 56-kilometer Niagara River Parkway between the Town of Fort Erie in the south, through the City of Niagara Falls, to the Town of Niagara-on-the-Lake on the north
- Enforcing federal and provincial statutes including the Criminal Code of Canada, Controlled Drugs and Substances Act, Highway Traffic Act, Liquor Licence and Control Act, Niagara Parks Act, etc.
- Providing security services to the NPC which operates attractions, retail, culinary, golf, historical sites and parking operations within the Parks
- Providing a conservation role within the parks as an 'officer' under Niagara Parks Act regulations
- Directing and controlling the high concentration of vehicle and pedestrian traffic within the Parks
- Providing safety and security services for large scale special events including New Years Eve celebrations, concerts, marathons/biathlons/triathlons and securing VIP or internationally protected persons
- Maintaining a specialized High Angle River Team (HART) to assist with lost or injured persons in the Niagara River Gorge which presents naturally hazardous high angle and/or swift water environments

NPPS members carry out their duties and responsibilities in a highly effective manner, due in large part to the incontestable and longstanding working relationship with the Niagara Regional Police Service and the Regional Municipality of Niagara Police Service Board. Together, with the continuing support from the Niagara Parks Commission, NPC executive and staff, and our public and private sector partners, the members of the Niagara Parks Police Service are well positioned to promote the safety and security of the millions of visitors who continue to choose Niagara as their travel destination.



## MESSAGE FROM THE CHIEF OF THE NIAGARA PARKS POLICE SERVICE

The year 2024 began with a highly anticipated stellar event in the form of a total solar eclipse. The Path of Totality presented Niagara Falls as an ideal location for onlookers to safely gaze at this second natural wonder which would not be seen this way again fully until 2144. The Niagara Parks Police Service collaborated with its emergency services partners including the Niagara Regional Police Service, Ontario Provincial Police, Royal Canadian Mounted Police and others, promoting public safety through comprehensive planning and the coordination of resources. The weeks leading up to the event profiled Niagara Parks as a destination globally and yet another successful large-scale event undertaken at Niagara Parks concluded without serious incident.

The long-awaited Community Safety and Policing Act (CSPA) of Ontario came into force on April 1<sup>st</sup>, 2024. The Act and its regulations provided the needed provisions and exemptions to contemplate the Niagara Parks Police Service and preserve its traditional form and function. Special Constables, employed by the Niagara Parks Commission and appointed by the Regional Municipality of Niagara Police Service Board, are now:

- Appropriately accountable to oversight mechanisms within the Act in a manner consistent with police officers including the Law Enforcement Complaints Agency (LECA) and the Inspector General of Policing
- Directly linked to policing functions as defined in the new legislation
- Required by regulation to meet the same training standards as would be expected of a front-line police officer
- Exempt from provisions which apply broadly to special constables ensuring traditional NPPS form and function

The Niagara Parks Police Service hosted the Ontario Association of Chiefs of Police 'Zone 4' meeting at Queenston Heights Restaurant in April 2024. An invitation was accepted by the Public Complaints Director for Law Enforcement Complaints Agency (LECA) representatives to engage with police service senior officers and police service board members. LECA representatives provided a presentation to attendees concerning changes to the public complaints process. LECA representatives also presented a detailed introduction of the revised public complaints process to NPPS members and senior Niagara Regional Police officers with the Professional Standards Unit.

The Niagara Parks Police Service along with police services across the province continue the ongoing transition to compliance with the new legal framework. These efforts have been accompanied by policy and procedural changes and other activities supported by continuing consultation with the larger police community, stakeholders, and staff with the Ministry of the Solicitor General of Ontario.

I wish to extend my ongoing appreciation to the Niagara Parks Commission and Chair Bob Gale, as well as CEO, David Adames, for their continued support for the Service in meeting the current and future policing needs of the Parks. A special thank-you as always, to our invaluable partners, NRPS Chief of Police Bill Fordy and RMONPSB current Chair, Pat Chiochio, as well as former Chair, Jen Lawson. It continues to be my absolute honour and privilege to lead the Niagara Parks Police Service as its Chief of Police.

**Respectfully,**

**Paul Forcier**  
**Chief of Police**



## MESSAGE FROM THE CHAIR OF THE NIAGARA PARKS COMMISSION



Niagara Parks staff worked incredibly hard to start the tourism season by making the most of the opportunity to host visitors with a tremendous front-seat view of the solar eclipse. Enthusiasm from the crowd that flocked to Niagara Parks to observe this once in a lifetime occurrence was not diminished by grey skies. Glimpses of the rare celestial event between breaking cloud cover above Niagara Falls were met with cascading roars throughout the crowds heard from both sides of the international border.

Commissioners were very pleased to observe the coordination between our own

Niagara Parks Police Service, the Niagara Regional Police Service, and the other participating public safety agencies who worked so closely to promote public safety during the eclipse, holiday weekend traffic closures, and the number of rallies and protests in the Parks.

The Niagara Parks Police Service was codified in the newly enacted Community Safety and Policing Act in a manner which recognized the significance of their role within the public safety and tourism sectors and indeed to Niagara Parks. The NPC continues to welcome millions of international and domestic visitors who continue to travel to Niagara regardless of geo-political, economic, or other significant global events.

The NPPS continues to contribute to the objects of the Commission with the energy and enthusiasm of a new generation of officers with three more new members being welcomed to the Service this year.

Niagara Parks Commission staff appreciate the warm welcome always extended by the Regional Municipality of Niagara Police Service Board and Chief Bill Fordy with the Niagara Regional Police Service, during their recruit swearing in ceremonies. Our own recruits benefit greatly from the additional support they receive from the Training Unit staff with the Niagara Regional Police Service and Chief Forcier continues to contribute to the unit with a seconded training officer with the Niagara Parks Police Service.

I wish to thank the Regional Municipality of Niagara Police Services Board, current Chair, Pat Chiochio, as well as former Chair, Jen Lawson and of course, Chief Bill Fordy and the members of the Niagara Regional Police Service, for their continuous and collaborative support with the staff and Commissioners of the Niagara Parks Commission and its police service.

On behalf of the Niagara Parks Commission, we look forward to supporting the members of the Niagara Parks Police Service and are committed towards promoting the safety and security of Commission staff, and the millions of international and domestic visitors we all serve.



Sincerely,

**Bob Gale**  
Chair, Niagara Parks Commission

# ORGANIZATIONAL STRUCTURE

## NIAGARA PARKS POLICE SERVICE

DECEMBER 2024

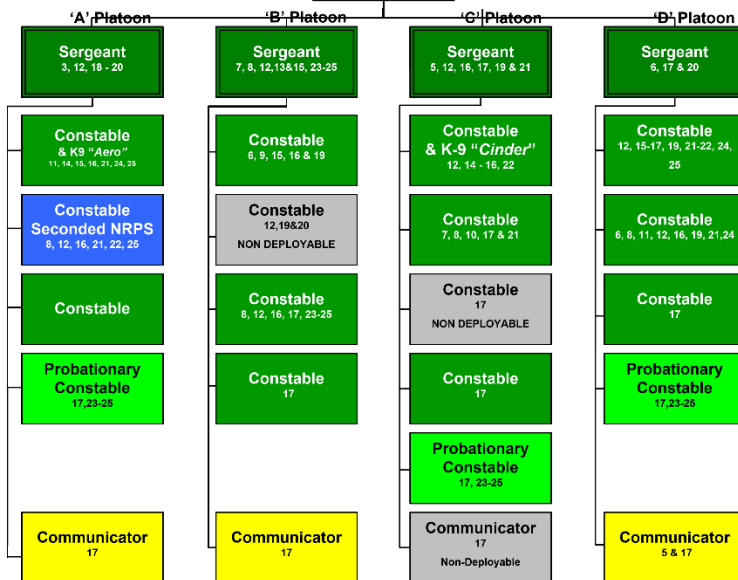


Niagara Parks Commission and Chair

NPC CEO David  
Adames

Chief of Police  
Paul Forcier

Inspector  
Chris Gallagher



### Sworn/Civilian

Green Shades - Sworn Uniform Members  
Yellow Shades - Civilian

Dec 2024

### Representation

Sergeants, Constables, Communicators -  
OPSEU Bargaining Unit Contract

Students - Seasonal Contract - Non union  
Administrative Assistant - Excluded - Non union

### Specialized Training Legend

- 1 Level I Coxswain
- 2 Use of Force/Fitness Instructor
- 3 Accident Reconstructionist
- 4 Radar Instructor
- 5 Health & Safety Committee
- 6 High Angle River Team  
Rope Instructor
- 7 Critical Incident Stress Mgt. (CISM)
- 8 Traffic Enforcement Team
- 9 Police Cyclist Instructor
- 10 Media Relations
- 11 High Angle River Team  
Swift Water Instructor
- 12 Coach Officer
- 13 Reintegration Officer
- 14 Canine Officer
- 15 Acting Sergeant
- 16 High Angle River Team Member
- 17 Crisis Intervention
- 18 Negotiators
- 19 Scenes of Crime (SOCO)
- 20 RPAS Operator
- 21 Standardized Field Sobriety Testing
- 22 Facilitating & Assessing Police  
Learning (FAPL)
- 23 OPC Thematic Training
- 24 IMS 100, IMS 200
- 25 ICS 100, 200, 300

### Notes:

Provincial Offences Officer - Temporary Assignment  
for Communicator 'C' Shift

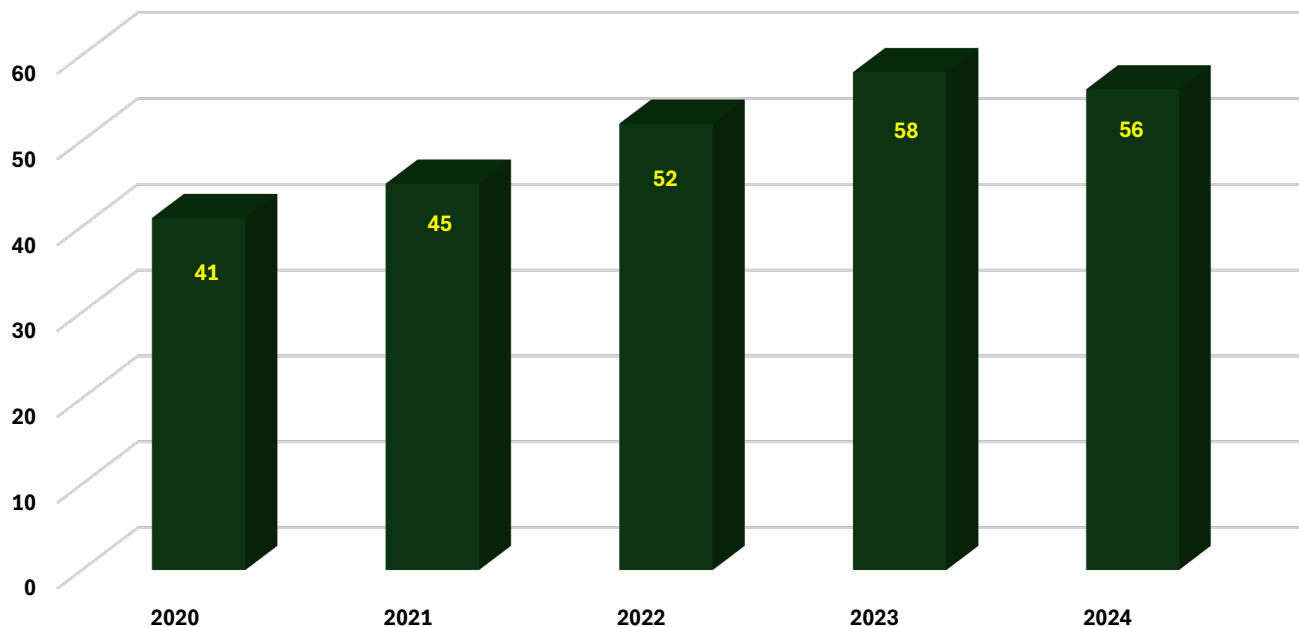
Additional Probationary Constable ahead of pending  
retirement Jan '25

Provincial  
Offences Officer Provincial  
Offences Officer

Provincial Offences Officers (46 Students - Summer 2024)

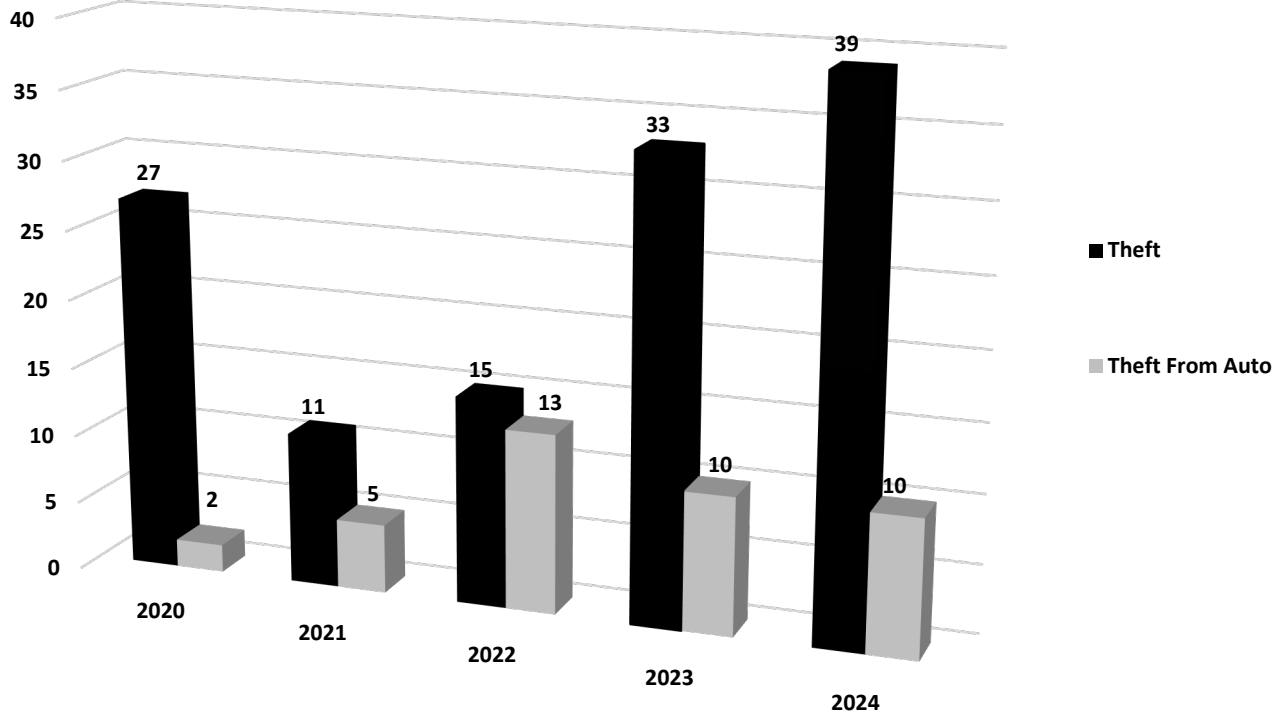
## ANNUAL STATISTICS AS REPORTED TO THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD - ARRESTS/APPREHENSIONS

**Criminal Code and Other  
Federal Statute Arrests**

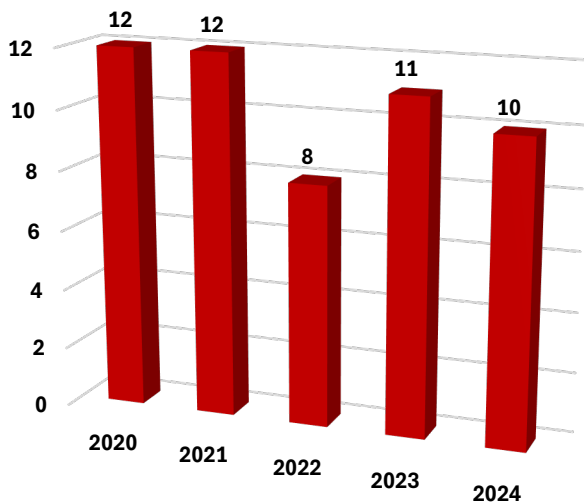


## SELECTED INCIDENTS - FIVE YEAR TRENDS

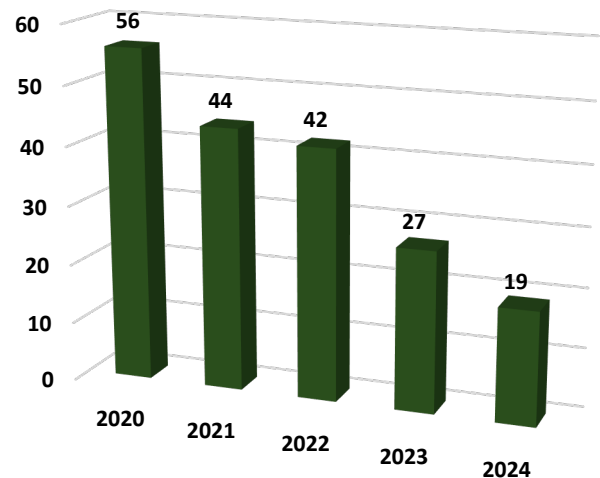
Theft Within the Parks (Excludes Stolen Vehicles)



Impaired Driving Incidents

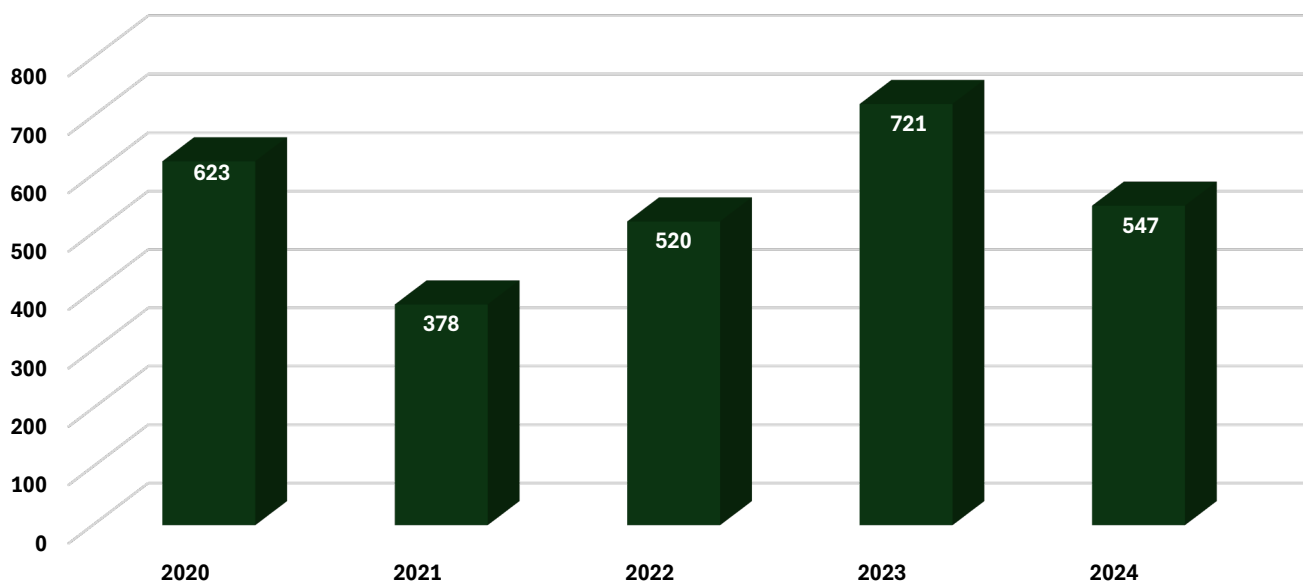


Mischief/Vandalism

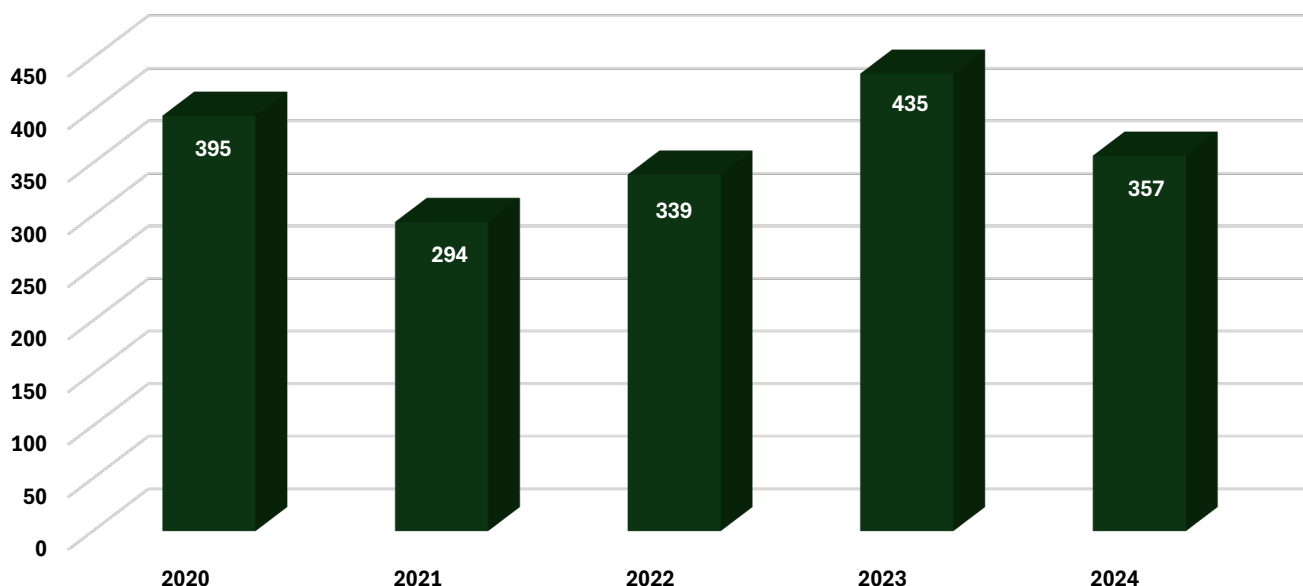


# ANNUAL STATISTICS AS REPORTED TO THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD - PROVINCIAL OFFENCES NOTICES

## All Provincial Offences Charges

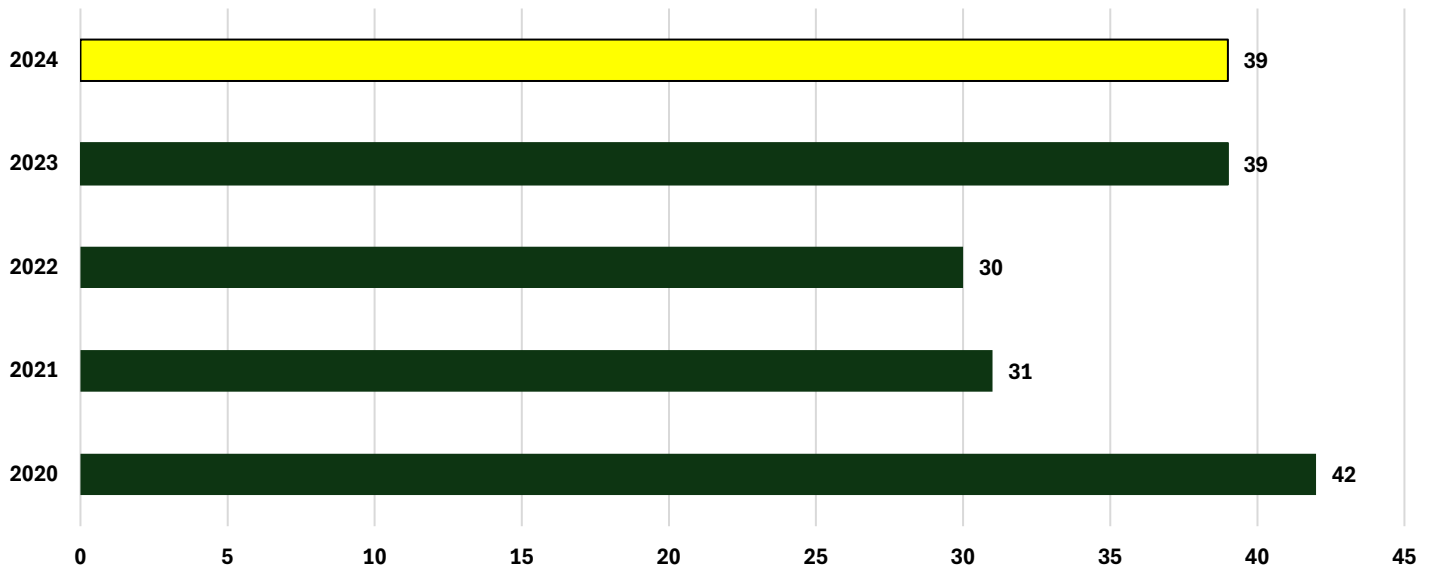


## All Provincial Offences Warnings

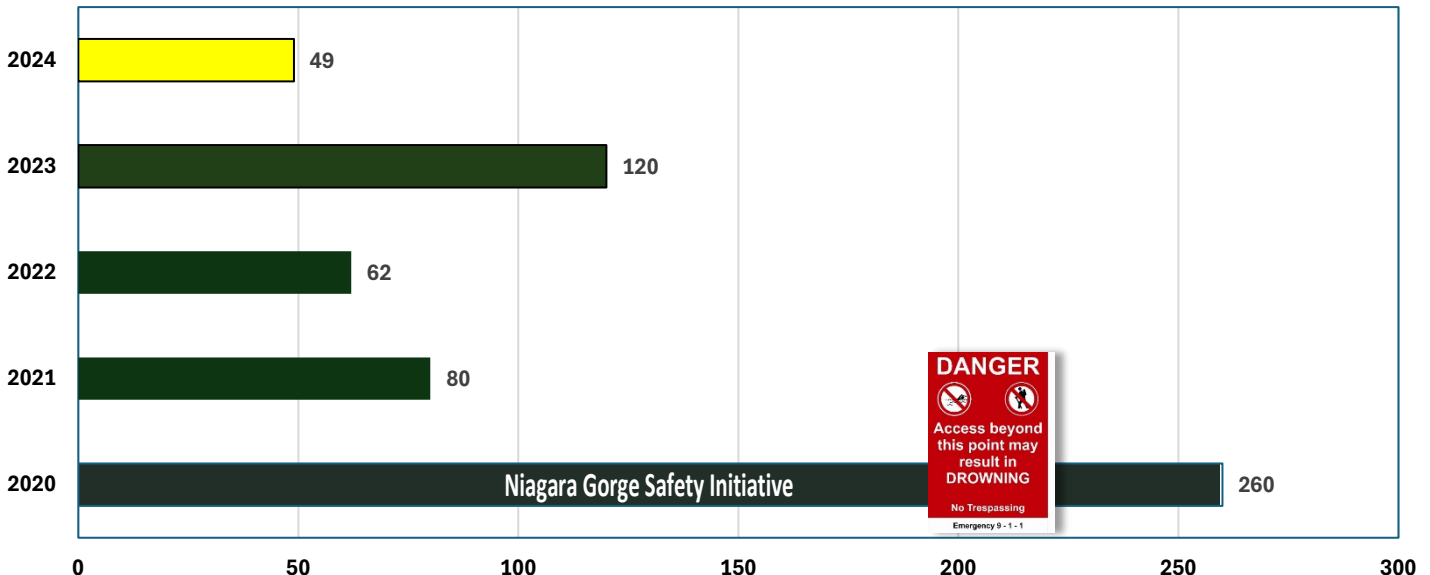


# ANNUAL STATISTICS AS REPORTED TO THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD - PROVINCIAL OFFENCES ARRESTS/APPREHENSIONS

## Mental Health Act



## Trespass to Property Act





## SELECTED INCIDENTS - TRENDS

Criminal Code and other federal statute arrests by members of the Service held relative to the previous reporting year. The arrests remain predominantly attributed to the execution of arrest warrants, impaired drivers, drug possession, individuals failing to comply with conditions for pre-trial release and property related crimes. Violent crime remains very low within the Parks. Impaired drivers were arrested during routine patrol duties, following a motor vehicle collision investigation, or otherwise during a RIDE checkpoint conducted by sworn Niagara Parks Police Service members.

Further to property related crimes, mischief and vandalism incidents continue to trend downwards, at a five-year low, with pay and display parking machines and Winter Festival of Light displays no longer the targets they were during the pandemic. Vandalism incidents in 2024 were largely attributed to graffiti at random targets of opportunity, particularly in the Oakes Garden Theatre and Grandview areas. Other incidents were tied to copper metal theft or theft from auto attempts within the Parks.

Thefts in general returned to higher levels relative to increased visitation. These occurrences included distraction thefts, and theft of retail items like clothing items from NPC retail venues. Theft from auto incidents, at one time a regular occurrence within the parks, with fifty (50) incidents reported in 2010, remain consistent with ten (10) reported incidents. Vehicles may have attractive items such as luggage, purses, or camera equipment in open view through windows of the driver's compartment. Signage is deployed in high-risk areas in the parks, including parkettes, and the 'Lock it or Lose it' program is promoted by the NRPS. Hotel parking lots and other spaces in the broader Fallsview area appear to be more attractive targets of opportunity than the Parks currently.

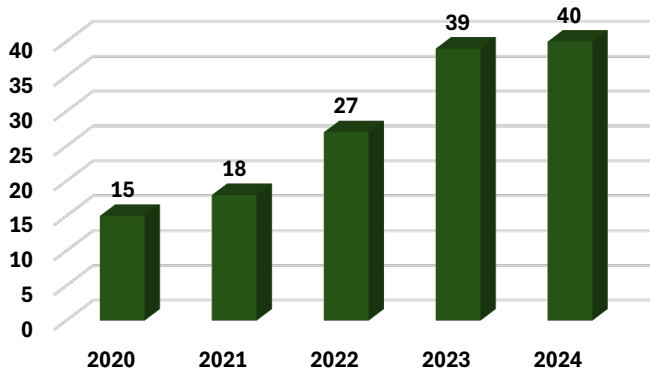
Apprehensions under the Mental Health Act were the same as the previous year. In 2020 members of the public clearly struggled with the negative impacts of the COVID-19 pandemic and the generally associated consequences of isolation due to gathering limits, public health restrictions, and resulting economic factors, all necessary to slow the spread of the virus.

Trespass to Property related incidents in 2024 were the lowest recorded in five (5) years. During the pandemic there was a significant increase in the number of visitors to natural settings including the Niagara Glen and Whirlpool trails. NPPS members were assigned to dedicated patrols to enforce restrictions to entering hazardous areas along the swift water shoreline outside the boundaries of the sanctioned and well-marked trails. At that time, in 2020, over 200 fines were issued under the Trespass to Property Act. In 2024, there was marked decrease in Trespass incidents, with 49 incidents compared to the 120 incidents reported the previous year. Most occurrences related to unlawful entry past the NPC retaining wall and prohibited entry into areas relating to Ontario Power Generation and Niagara City Cruises. Other charges laid related to prohibited activities within the Parks.

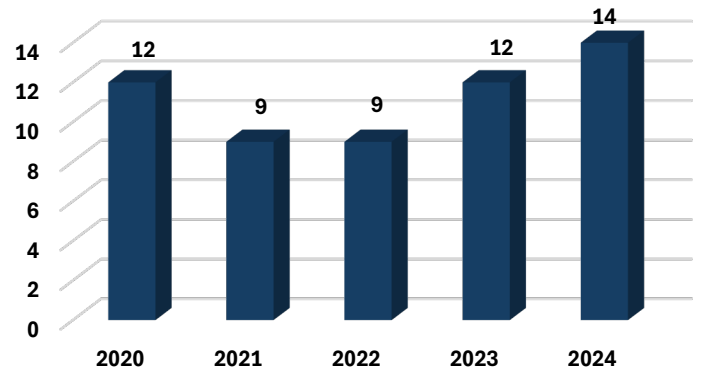
# 2024 MOTOR VEHICLE COLLISIONS

## FIVE YEAR TRENDS AND COLLISION SUMMARY

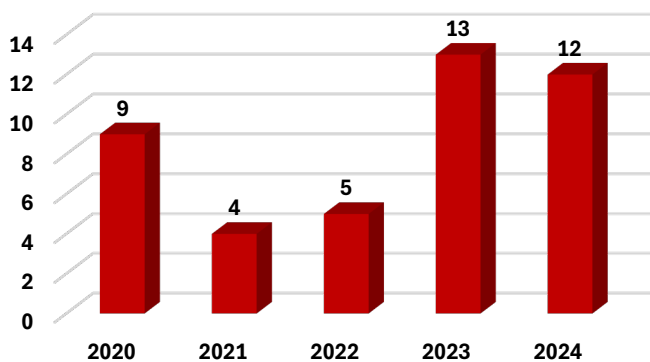
**Property Damage Collisions**



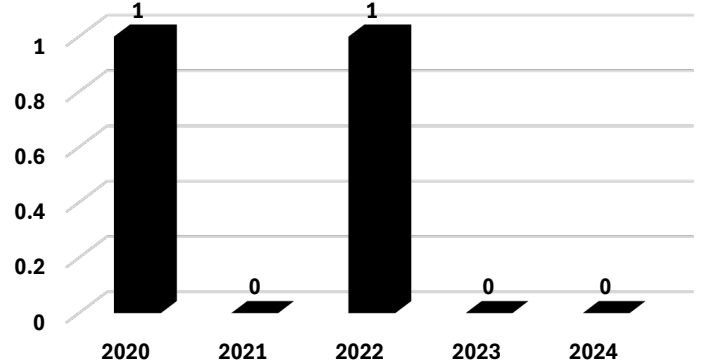
**Fail to Remain Collisions**



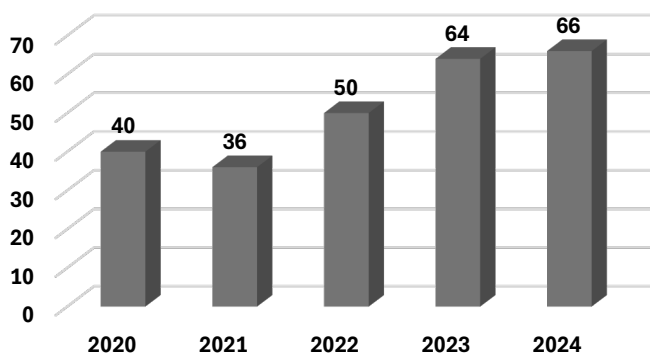
**Personal Injury Collisions**



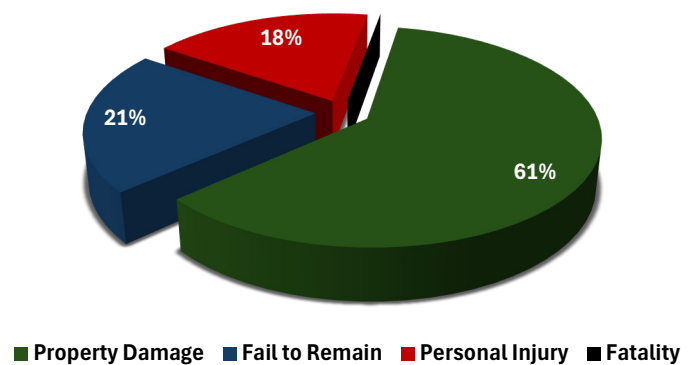
**Collision Fatalities**



**Total Collisions**



**Motor Vehicle Collision Summary**



## 2024 MOTOR VEHICLE COLLISIONS – VARIANCE REPORT

The total number of motor vehicle collisions documented by the NPPS in 2024 at sixty-six (66) is relative to the previous year, though not an unexpected finding and is indicative of an overall increase in vehicular traffic as visitation cautiously increased in the wake of the pandemic. The five-year summary reflects a larger number of collisions relative to what was a very busy year for tourism in 2019, a dramatic reduction during pandemic restrictions, and in 2022 - 2024, the recovery of Niagara as a rubber tire destination.

The reported collisions were predominately 'property damage only' incidents followed by 'fail to remain collisions', largely occurring in parking lots and followed by 'personal injury collisions'. There were twelve (12) personal injury collisions. The data does not include minor collisions reported directly to the collision reporting center.

Police radar enforcement continues to be a priority along the winding scenic boulevards of the Niagara River Parkway where motorists tend to disregard posted speed limits due to lighter traffic volume and a scenic open road.

While the boulevards of the Niagara Parkway can be counted as one of the most beautiful Sunday drives in the world, it is bordered with a multitude of natural hazards, including fixed objects such as trees, posts and bridges, the Niagara River itself, and the high-angle hazards of the Niagara River Gorge.

Despite occasional natural hazards presented by fallen trees or occasional flooding of roadways there have been no incidents of this nature which contributed to personal injury motor vehicle collisions. The Niagara Parks Police Service continues to coordinate emergency response and road closures with Niagara Parks Commission Roads and Parks crews where required.

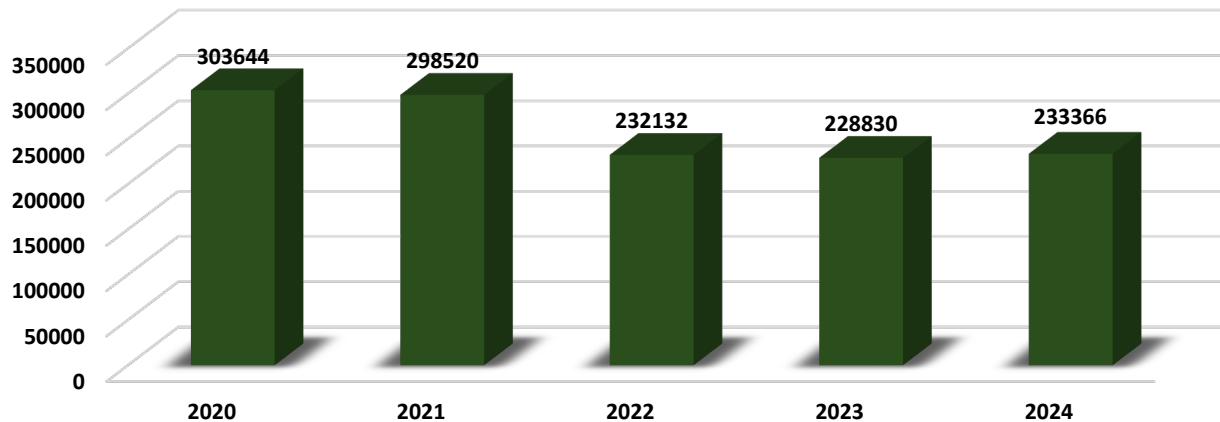
RIDE programs are conducted on the Niagara River Parkway through the initiative of the shift supervisors and other initiatives in concert with the Niagara Regional Police Service.

## POST COVID TRENDS

During the COVID-19 pandemic the trails and greenspaces within Niagara Parks remained open under provincial orders. As provincial restrictions affected all other activities, there was a tremendous surge in the general use of outdoor spaces, including those within Niagara Parks, particularly along the Niagara Gorge trails in the Glen and Whirlpool basin.

Overall trail usage in the Niagara Gorge had already increased 68% from 2018 to 2019. In 2020, overall trail usage increased 44% from the previous year, or 141% over two years. Overall trail usage only declined 1.7% in 2021 from 2020. In 2022, 2023, and 2024 attendance levels continued to decline to pre-pandemic levels.

**2020-2024 Niagara Parks Commission  
Total Gorge Trail User Data**



During COVID visitors flocked to the Niagara Glen and more frequently began to hike away from sanctioned and marked trails. Some of these areas' present natural hazards in the form of swift water and high angle environment. To manage the surge several steps were taken by the Niagara Parks Police Service in partnership with Niagara Parks Commission staff:

Whirlpool Trail sections were closed due to high waters – Signage shown left from 2022.



NPC Ambassadors were assigned by the NPC to manage visitor activities at the Niagara Glen and Whirlpool areas

Regular directed police patrols were assigned on weekends and holidays in the Niagara River Gorge in 2020 and were gradually reduced as visitor levels began to diminish towards normal expectations

- In 2020, and at the peak of the pandemic, more than 200 fines were issued under the Trespass to Property Act where visitors were found in dangerous areas. By 2022, there were many fewer incidents and calls for service

Niagara Parks Commission staff utilized treefall and other natural barriers to block access to dangerous areas

## 2024 TRAINING HIGHLIGHTS

Members of the Niagara Parks Police Service are trained to the same standard as a front-line police officer in Ontario. Training continues throughout the members' careers to ensure all personnel are current with constantly changing federal and provincial laws and evolving procedural best practices.

Personnel	Training	Description
<b>Provincial Offences Officers</b>	<i>Induction</i>	40 Hours of comprehensive on-board training
	<i>Relief Communicator Training</i>	On-the-job training with Full-Time Communicators. On-line CPKN Training.
<b>Communicators</b>	<i>Computer Aided Dispatch (CAD)</i>	Training with NRPS Train-the-Trainers as required. Crisis Intervention Team Training. Full-time Communicators attended the NENA and Versadex conferences in 2024.
<b>Sworn Members (Constables, Sergeants, Inspector, Chief of Police)</b>	<i>In-Service Training (IST)</i>	Niagara Regional Police Service Training Unit. Annual qualifications for use of force, legislative updates, specialized training for suspect apprehension pursuits, Immediate Rapid Response (IRD), etc. An NPPS Trainer is seconded to the NRPS Training Unit 3-6 months a year. Newly sworn members completed police radar operator and Crisis Intervention Training. A senior Constable attended the Facilitating & Assessing Police Learning Course to assume training duties for the Service. Another member attended the Crisis Communications Conference held in Niagara Falls.
<b>Management Team (Inspector, Chief of Police)</b>	<i>Hamilton Police Service</i>	Inspector: Police Leadership Program through McMaster University and DeGroote School of Business / Hamilton PS
	<i>Ontario Association of Chiefs of Police</i>	Chief Forcier attends the annual OACP Chiefs of Police CEO Day in Vaughn, ON.
	<i>Federal Bureau of Investigations National Academy Associates (FBINAA)</i>	Annual FBINAA Seminar with subject matter expert speakers concerning current legal, labour and trending issues
	<i>Canadian Association of Chiefs of Police Counterterrorism &amp; National Security Forum</i>	Chief attended the annual session at RCMP HQ in Ottawa, ON
		Inspector attended the IMS 300 Course.

## 2024 SPECIALIZED TRAINING HIGHLIGHTS

Personnel	Training	Description
High Angle River Team	<i>Rope Rescue Training</i>	Members of the team were recertified as rope and swift water rescue Instructors.
	<i>Swift Water Training</i>	Orientation of personnel in swift water environment. Two (2) members of the team are certified as Swift Water Rescue Instructors. Two (2) members received MED-A3 vessel training.
Canine Team	<i>K9 Explosives Fundamentals</i>	Orientation for police canine handlers for explosives detection
	<i>Southern Tier Canine Course</i>	Annual police canine training
	<i>K9 Homemade Explosives Detection</i>	Through Canadian Police Canine Association
Coach Officers	<i>Coach Officer's Course</i>	Constable mentoring and training of Probationary Constables. Delivered by the Canadian Police Knowledge Network as required.
	<i>Member Wellness &amp; Support</i>	Reintegration Officer Training hosted by the Niagara Regional Police Service.
		One member trained as Fitness Instructor – Evaluator - (PIN)
	<i>Crisis Intervention Training</i>	Two newly inducted Constables completed Crisis Intervention Training.
Platoon Sergeants / Acting Sergeants	<i>Supervisor Course</i>	Sergeants attended the Niagara Regional Police Service Blended Supervisor Course. One Sergeant completed the ICS 200 course.





## NIAGARA PARKS POLICE SERVICE CANINE TEAMS

The NPPS canine teams perform public safety screenings and routine patrols on a regular basis within the Parks. 'Cinder' and 'Aero' with their respective handlers are also routinely assigned to special events wherever resources are available. Following the Covid-19 pandemic, Niagara Parks



*NPPS members, K-9 'Cinder' and Canadian Astronaut Jeremy Hansen who will be the first Canadian to venture to the moon on the Artemis II Mission*

welcomed the return of events including the Barrelman Triathlon, the Niagara International Marathon, visits by Internationally Protected Persons, and large scale corporate events.

The team also conducts proactive sweeps through NPC venues including operations adjacent to Niagara City Cruises.

NPPS canine functions provide welcomed support for event organizers and participants, as well as serve as a deterrent to criminal behavior. The canine team will respond to calls for service both internally and while assisting other agencies. This includes screening for incidents involving suspicious packages, pre-screening in areas in

preparation of receiving VIPs, and in response to bomb threats.

Specialized training is conducted with the Canadian Police Canine Association, Southern Tier Police Canine Association, and the Niagara Regional Police Service Canine Unit.

Additional training included obedience and agility, tracking, evidence recovery, open area searches, and building searches. Previous training courses were successfully completed relating to explosives detection to include fundamentals and the detection of homemade explosive devices.



*Safety glasses adorned for the Solar Eclipse.*



## NIAGARA PARKS POLICE SERVICE HIGH ANGLE RIVER TEAM

The NPPS High Angle River Team (H.A.R.T.) is comprised of specially trained members from the front-line ranks. The officers receive training in rappelling, swift-water rescue, and marine operations. The specialized training is integral to providing an emergency response along the Niagara River



corridor and its unique features presented by the Niagara River, Niagara River Gorge, and the Horseshoe Falls basin itself. The team trains with our emergency services partners including the Niagara Falls Fire Department, Niagara E.M.S, the Niagara Regional Police Service and the New York State Parks Police. The NPPS officers also receive a great deal of support from private sector partners including Whirlpool Jet Boats, Niagara Helicopters, and Niagara City Cruises. HART members also assist with emergency readiness and evacuation exercises with other NPC staff at attractions including the White Water Walk, Incline Railway and the Whirlpool Aerocar. Several members of the team have completed Crisis Intervention Training as well as a Crisis Negotiators Course.

The HART team also provided directed proactive patrols in the Niagara River Gorge during holiday weekends including Canada Day, the Civic Holiday weekend and Labour Day weekend. The team engages with the public who are hiking in the gorge and promotes the safe use of the sanctioned trails there. Members also enforce liquor laws and inspect permits for fishing issued by the Ministry of Natural Resources and Forestry as well as bouldering permits issued by the Niagara Parks Commission. The dedicated presence also deters unlawful activity and provides for an immediate response to an emergency which may arise during periods when the Niagara River Gorge and Glen receive the most visitors.



# NIAGARA PARKS POLICE SERVICE TRAFFIC ENFORCEMENT



Operation of a Conveyance under S. 320.14(b) of the Criminal Code of Canada.

On September 5th, the first day of school, the Traffic Enforcement Team performed directed patrols along the Niagara River Parkway, targeting school bus routes along the north and south boulevards. Members issued seventeen (17) provincial offences notices and warnings for various traffic violations.



Members of the Service partnered with the Niagara Regional Police Service (NRPS) and the Ontario Provincial Police – Niagara Detachment, for several RIDE checkpoints which focused on driver and pedestrian safety during the holiday season.

In December, members conducted a holiday RIDE checkpoint on the Niagara River Parkway in the heart of Queen Victoria Park screening nearly 300 vehicles. Four roadside tests were conducted and several provincial offences notices were issued. Two people were arrested and charged with impaired operation of a conveyance and two other drivers were issued drivers licence suspensions after failing roadside testing.

in late 2022, a small team amongst existing staff were assembled to supplement the efforts of routine traffic enforcement during regular patrols. The team would deploy during special events, the first day of school, and conduct RIDE checkpoints on their own, or in concert with the Niagara Regional Police Service.

Several routine traffic stops resulted in arrests which promoted public safety within the parks as well as the larger community. During one traffic stop in July a driver was charged with impaired operation, possession for the purpose of trafficking cocaine and possession of proceeds of crime. During a R.I.D.E. spot check on the Niagara Parkway one driver was arrested and charged with Impaired



## PROVINCIAL OFFENCES OFFICERS

Provincial Offences Officers are seasonal student officers who generally study Police Foundations or Criminal Justice Studies through post-secondary education and aspire towards a career in policing or other law enforcement related positions.

Over the decades many Provincial Offences Officers have gone on to assume positions with most of the larger municipal police services in Ontario, as well as the Ontario Provincial Police, and the Royal Canadian Mounted Police. Most full-time members currently serving with the NPPS are former Provincial Offences Officers.

Provincial Offences Officers perform an integral role within the NPPS, largely managing the heavy volume of vehicular and pedestrian traffic in Queen Victoria Park. Provincial Offences Officers also provide general assistance to the travelling public, log lost and found property, enforce parking offences, and provide safety perimeters around fireworks and other events.

Experienced Provincial Offences Officers also perform compliance duties in relation to sightseeing vehicle and tour guide regulations under the Niagara Parks Act, as well as providing relief Communicator duties.

Newly hired Provincial Offences Officers receive more than forty (40) hours of training, successfully complete the NPC Tour Guide Licence test and bring with them First Aid/CPR and Defibrillator training. All candidates are screened through police information systems background checks.

Our Provincial Offences Officers bring with them a great deal of enthusiasm and energy to the NPPS, often providing enormous assistance in delivering outreach to the community and representing the Service at many emergency services functions and special events.

Every Provincial Offences Officer newly welcomed to the NPPS complement bring with them their own unique skillsets and abilities, including multiple language skills and volunteer community service experience.



***Newly hired Provincial Offences Officers in training and supporting the NPC BBQ benefitting the United Way.***



## IN RECOGNITION



Provincial Offences Officers Jacob Casciano and Cameron McQuade joined the Service as Constables graduating from the Basic Constable Training program at the Ontario Police College in the fall of 2024.



Constables Alexis Cowan and Hannah Baker (shown with their shift mates) were presented Chief of Police commendations for their quick response and alertness in their roles in safely apprehending a person in crisis.



Provincial Offences Officer Brock Wunovic joined the Service as a Constable graduating from the Basic Constable Training program at the Ontario Police College in December, 2024.



## COMMUNITY EVENTS

Members of the NPPS strive to support charitable and special community events both within the Parks and in support of our partners within the Region as a whole.

The NPPS is a longtime supporter of the Law Enforcement Torch Run for Special Olympics, the Cop Shop program at the Pen Center, Police Week, the Ride for Dad, and other initiatives within the larger community, particularly during the holiday season.

In 2023, members of the Service entered teams in the Bowling for Kids' Sake supporting Big Brothers Big Sisters of Niagara, as well events with the Niagara Regional Police for Special Olympics.

Many officers, both full-time and seasonal, coach youth sports teams within their respective communities on their own personal time and provide mentorship through other organized community organizations like Big Brothers and Big Sisters, Out of the Cold, and other programs.

The NPPS are also well represented at regional Remembrance Day ceremonies, holiday celebrations and parades.



# GOALS AND OBJECTIVES

The 2023/2024 Goals and Objectives for the NPPS were developed and prepared from several sources:

- The Niagara Parks Commission Strategic Plan 2018-2028
- The Niagara Parks Commission Mandate, Vision and Values
- The 2022 – 2025 Niagara Regional Police Service Strategic Plan prepared in concert through the Niagara Regional Police Service and the Regional Municipality of Niagara Police Services Board
- The Policing Agreement (MOU) between the NPC and the RMONPSB
- Operational requirements determined by Chief of Police and staff of the NPPS





# GOALS AND OBJECTIVES

## Promote and Enhance Safety and Security within the Parks

### Objectives:

- Continually develop proactive road, swift water, trail and gorge safety enforcement initiatives
- Identify crime patterns and prioritize resources
- Implement strategies to maximize service delivery
- Develop and enhance ways to achieve continuous quality improvement
- Maintain emergency preparedness and management initiatives
- Prepare and implement Next Generation 9-1-1

### Metrics/Performance Actions:

- Work in concert with other NPC staff to bolster physical security features within the Parks to protect pedestrians
- Enhance internal security features within NPC venues including CCTV, controlled access systems, key audits, and ID badges for staff and other authorized personnel including third party contractors
- Ensure that all members have an opportunity to provide input as well as understand their role in achieving the goals and objectives
- Update and ensure that all agency directives, policies and procedures reflect current best practices
- Develop and improve business continuity procedures to address unanticipated disruptions and emergency situations
- Apply Crime Prevention Through Environmental Design principles to planning for capital projects, events and other projects
- Promote cyclist and recreational trail safety programs including Brain Injury Niagara Initiatives
- A continued review of internal NPC policies related to public safety and the adoption of Emergency Management Ontario – 'Incident Management System (IMS)' model for management of internal emergencies in keeping with municipal and regional best practices
- Observe and participate in other emergency management exercises conducted by partner agencies including the Region of Niagara Mass Evacuation Steering Committee, Brock University, the Niagara Regional Police Service, Niagara Falls Bridge Commission, Canada Border Services Agency and others.



# GOALS AND OBJECTIVES

## Foster a Culture of Community Collaboration and Engagement

### Objectives:

- Enhance dialogue with internal and external community partners
- To enhance communication of key messages regarding policing and public safety issues
- To establish relationships, protocols and Memorandums of Understanding with our community stakeholder groups
- To re-align resources to create greater community engagement opportunities.

### Metrics/Performance Actions:

- Improve information sharing with partner emergency services, community agencies and communications with the community at large – increase digital presence through social media and other outlets
- Specific public safety management plans for special events, i.e. New Year's Eve celebrations
- Review and implement the provisions of the Policing Agreement between the Niagara Parks Commission and the Regional Municipality of Niagara Police Services Board
- Ongoing efforts to increase roadway enforcement efforts through directed patrol, R.I.D.E. programs and other combined programs with Niagara Regional Police Service and other agencies
- Review and Revise Training agreements with local fire services in the City of Niagara Falls and the Towns of Niagara-on-the-Lake and Fort Erie
- Clarify the role of the NPPS and requirements of Niagara City Cruises through the Boat Tour Operating Agreement with the Niagara Parks Commission
- Establish protocols, where necessary, with private sector partners who contribute to search and rescue efforts along the Niagara River Corridor
- Work with community and partner agencies and organized committees such as Casino Police Security Alliance, Niagara-on-the-Lake Safety Committee, Canadian American Law Enforcement Organization, and Victim Services Niagara
- Engage with Niagara College Police Foundation and Justice Studies program staff and students. Promote the Provincial Offences Officer program within the Service for potential candidates
- Enhance the relationship with the media, providing information to the public including key messages and public safety issues
- Actively participate, where appropriate, with NPC Communications and Marketing staff in telling their stories

# GOALS AND OBJECTIVES

## Enhancing Organizational Excellence

### Objectives:

- Enhance internal communications
- Promote and enhance employee mental and physical well-being
- Promote wellness in the workplace
- Excellence in dispatch and communications
- Ensure efficient deployment of human, financial and material resources
- Modernize records management
- Provide training and professional development opportunities for members of all ranks and classification
- Inform and educate members regarding support services available
- Foster a culture which encourages peer support and decreases mental illness stigma

### Metrics/Performance Actions:

- Raise awareness to the support mechanisms for new recruits and their families
- Create a culture of victim support through better utilization of Victim Services Niagara (VSN)
- Promote physical fitness among all NPPS members
- Support NPC Health, Safety and Environment Department in promoting immunizations
- Reinforce member knowledge of the post-exposure process for incidents of communicable disease exposure
- Coordinate with NPC Human Resources Department, internal Coach Officers, Supervisors as well as personnel from the Niagara Regional Police Service Training Unit and Coach Officer program in respect to all aspects of induction training for recruits
- Take advantage of training opportunities for all members through partnerships with other emergency services within the Region, the Province and policing agencies on both sides of the international border
- Take advantage of e-learning resources provided by the NPC, the Niagara Regional Police Service, Canadian Police Knowledge Network and other sources
- Inform and educate members regarding the support services available through the NPC including Employee Assistance Programs, Educational Assistance, and critical incident stress debriefing through the NPPS, Niagara Regional Police Service and NPC

# Niagara Parks Commission Mandate, Vision, Values & The Niagara Parks Police Service



Promoting Visitor/Staff Safety

Emergency Response

Proactive Patrol

Preservation and conservation through  
enforcement of Niagara Parks Act &  
Other Provincial/ Federal Statutes

High-profile presence fostering positive  
visitor safety perceptions

Quarterly Reporting to RMONPSB & NPC

Collaboration with other emergency  
services, law enforcement agencies, and  
private sector partners

Premium Dedicated Policing  
Specialization for tourism destination &  
unique natural environment

24/7/365 Response / Critical Incident De-  
Briefing/Victim Services

Promoting a diverse workplace

## NIAGARA PARKS MANDATE

Preserving and promoting the natural and cultural heritage along the Niagara River corridor. Niagara Parks is also committed to delivering commercially successful products in a way that ensures benefits for everyone (people who travel, the adjacent communities, and the respective natural, social, and cultural environments).

## NIAGARA PARKS VISION

By 2028, Ontario's Niagara Parks will be:

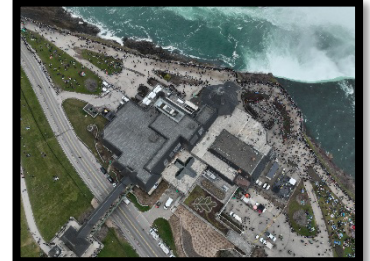
- An innovative example of sustainability as the environmental and cultural stewards of the Niagara River corridor
- A welcoming, accessible and inspiring place offering world-class experiences
- A source of national pride and identity; as well as,
- One of the most spectacular parks in the world

## NIAGARA PARKS VALUES

The Niagara Parks Commission's values:

- Transparency and accountability at the root of all that we do.
- Cooperation and collaboration between and amongst Commissioners, staff and stakeholders that results in our delivery of consistent, high-quality products, services, and experiences.
- Innovative practices that create exciting and lasting memories for our visitors.
- Responsiveness and sensitivity to aligning products and services with the changing needs of our visitors, our providers and our contributors.
- Diversity in our staff and customer base that expands the richness of the cultural experience.

## 2024 SOLAR ECLIPSE NIAGARA IN THE PATH OF TOTALITY



<https://www.facebook.com/The-Niagara-Parks-Police-Service-270638766294701/>

<https://twitter.com/NiagParksPolice>



# **NIAGARA REGIONAL POLICE SERVICE**

## **Police Service Board Report**

### **PUBLIC AGENDA**

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**Subject:** Access to Closed-Circuit Television Cameras Agreement  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-08-27

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### **Recommendation(s)**

- 1) That the Niagara Police Service Board (Board) enter into an agreement with the City of Welland, and further that the Board authorize the Chief of Police to execute the required funding agreement and related documents on behalf of the Board. That the agreement be in effect until such time as one or both agencies wish to dissolve the agreement.
- 2) That the agreement will be subject to review by both agencies on an annual basis and that any amendments will require the approval of the Board.

### **Key Facts**

- The purpose of this report is to seek the Board's approval to enter an agreement between the Niagara Regional Police Service (Service) and City of Welland.
- Entering this agreement will allow the Service to move forward with a partnership that will connect the City of Welland security closed-circuit television (CCTV) video feed directly into the Real Time Operations Centre (RTOC).
- The agreement has been reviewed and approved by Vita Gauley, Legal Counsel to the Service.

### **Financial Considerations**

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

### **Analysis**

The City of Welland currently operates a CCTV video management system as part of their security measures. The CCTV system has numerous exterior cameras on city buildings across City of Welland. The City of Welland security CCTV system is operational twenty-four hours a day.

As a result of this agreement, the RTOC will be able to access the video feed in real time, allowing for the collection of vital intelligence information. The intelligence



gathered is disseminated to front line officers, as deemed appropriate and used in decision making processes regarding the effective deployment or realignment of resources. The cameras are not monitored on a twenty-four-hour basis by the RTOC, as access to the cameras is incident driven. When an incident is reported, the images are shared with the Service live, and information is retained for investigative purposes.

The City of Welland is enthusiastic to partner with the Service in this new collaboration. They are a progressive community partner who identifies the value in working together to enhance overall safety for the residents and visitors of the City of Welland.

### **Alternatives Reviewed**

Not applicable.

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

As per By-Law No. 421-2024, the Chief shall make a written report to the Board regarding any proposed protocols. An agreement between the Service and City of Welland is an understanding requiring Board approval. Ongoing joint training between the Service and City of Welland will improve police incident response.

### **Relevant Policy Considerations**

- Board By-Law No. 421-2024, By-Law Respecting Protocols, Shared Service Agreements and Other Contracts with the Police Services and Other Organizations.
- Board By-Law 530-2025, Chief of Police Performance Evaluation System.

### **Other Pertinent Reports**

Not applicable.

*This report was prepared by Rich Gadreau, Staff Sergeant, Real Time Operations Centre in consultation with and reviewed by Jay Nesbit, Superintendent, Operational Services. Recommended by Todd Waselovich, Deputy Chief, Operational Services.*



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#### **Submitted by:**

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

### **Appendices**

- Appendix 1 – Access to Closed-Circuit Television Cameras Agreement - NRPS & City of Welland  
Appendix 2 – Letter of Support from Mayor Campion

## APPENDIX 1

THIS AGREEMENT DATED THIS            OF            2025

**BETWEEN:**

**NIAGARA REGIONAL POLICE SERVICE**

**("NRPS")**

and

**THE CORPORATION OF THE CITY OF WELLAND**

**("City")**

### **ACCESS TO CLOSED-CIRCUIT TELEVISION CAMERAS**

**WHEREAS** Niagara Regional Police Service is a police service under the *Community Safety and Policing Act*, and is responsible for the provision of policing services in the Regional Municipality of Niagara, in the province of Ontario;

**AND WHEREAS** the City is a municipality under the *Municipal Act*, and is responsible for the safety and security of patrons, staff and visitors at all its facilities;

**AND WHEREAS** the City maintains numerous Closed-Circuit Television ("CCTV") cameras for its safety and security purposes;

**AND WHEREAS** the City is prepared to provide the NRPS with limited remote access to live feed from its CCTV cameras ("Video Feed") subject to conditions that balance the need to ensure public safety and security with the right of individual privacy and subject to the provisions of this Agreement

**NOW THEREFORE** the Parties agree:

1. The City shall provide the NRPS with access to Video Feed subject to the conditions and restrictions set out below.
2. Each Party shall be responsible for and pay for all hardware, software, maintenance and connectivity at its respective endpoint. Any shared costs related to the communication infrastructure between endpoints, as agreed to by the parties, shall be apportioned equally unless otherwise agreed to in writing.
3. NRPS may access the Video Feed solely in compelling circumstances affecting the health and safety of individuals or during the investigation of an actual or potential crime, for a duration reasonable in light of NRPS's legitimate policing and incident response purposes. This shall be the sole purpose of this Agreement unless otherwise expressly agreed to in writing by both parties.



4. NRPS may access the Video Feed for training purposes only with prior written consent from the City, for specific dates and times, and subject to strict conditions that ensure no personal information is recorded, copied, or used beyond the training event.
5. NRPS shall restrict access to Video Feed to its authorized and trained personnel and shall not capture or make copies of Video Feed.
6. NRPS access to the Video Feed shall constitute a collection of personal information strictly for the purposes outlined in paragraph 3 and not a disclosure of personal information from the City to NRPS. The City shall provide public notice of this collection in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, subject to City approval and in a manner that clearly indicates the limited purpose of collection.
7. Any proposed use or disclosure of Video Feed by NRPS shall first be communicated to the City, allowing the City a reasonable opportunity to review and comment on the proposed disclosure, save and except in circumstances where there is an immediate threat to public safety in which case NRPS shall notify the City as soon as possible and be permitted to disclose without the requirement of awaiting response from the City. All disclosures shall remain subject to the terms of this Agreement and the City's Video Surveillance Policy.
8. This Agreement does not govern the City's independent right to disclose recorded CCTV footage, which remains subject to the City's obligations under applicable privacy legislation.
9. Each Party shall indemnify and hold harmless the other Party and its respective officers, directors, employees, staff and volunteers, from and against any and all claims, liability, loss, expenses, suits, damages, judgements, demands and costs (including reasonable legal fees and expenses) to the extent arising out of its acts or omissions relating to this Agreement or its failure to meet the express terms of this Agreement,
10. All correspondence or other notices related to the terms of this Agreement shall be delivered to:

On behalf of NRPS:

Rich Gadreau  
Staff Sergeant  
Niagara Regional Police Service  
Real Time Operations Centre (RTOC) 5700 Valley Way  
Niagara Falls, ON, L2E 1X8 906-688-4111 Ext. 102-5763

On behalf of the City:

Jessica Ruddell, Director of Community Services  
145 Lincoln Street, Welland, ON, L3B 6E1  
Email: Jessica.ruddell@welland.ca

11. This Agreement shall be construed and interpreted in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.
12. This Agreement shall ensure to the benefit of and be binding upon the parties and their respective permitted assigns and successors, which shall mean any successor to either of the parties in accordance with any legislation providing for same.
13. This Agreement may be executed in any number of counterparts, and by electronic signature, each of which will be deemed to be an original and all of which taken together will be deemed to constitute one and the same instrument. Counterparts may be executed by electronic signature and may be delivered either in original, facsimile or electronic (PDF email) form.

IN WITNESS WHEREOF the parties hereto have signed this Agreement on the dates herein written.

DATED at Welland, Ontario, this     day of     , 2025

**THE CORPORATION OF THE CITY OF WELLAND**

Per: \_\_\_\_\_  
Name: Frank Campion  
Position: Mayor

Per: \_\_\_\_\_  
Name: Tara Stephens  
Position: City Clerk

We have authority to bind the Corporation.

DATED at Niagara Falls, Ontario, this     day of     , 2025

**NIAGARA REGIONAL POLICE SERVICE**

Per: \_\_\_\_\_  
Name: Bill Fordy  
Position: Chief of Police

## APPENDIX 2



*OFFICE OF THE MAYOR  
FRANK CAMPION*

*60 East Main Street  
Welland, Ontario  
L3B 3X4  
Phone: 905-735-1700  
Fax: 905-735-1543*

August 21, 2025

**Niagara Regional Police Services Board**  
5700 Valley Way  
Niagara Falls, Ontario L2E 1X8

**RE: Letter of Support: Strategic Partnership with Niagara Regional Police Service**

Dear NRPSB Members,

On behalf of the Council and residents of the City of Welland, I am pleased to express our full support for a strategic partnership between the City of Welland and the Niagara Regional Police Service (NRPS) that will enhance public safety through the sharing of surveillance data with the NRPS Real Time Operations Centre (RTOC).

This partnership, formally endorsed by Welland City Council, stems from a detailed and independent security audit of 27 municipal facilities conducted by GardaWorld. The audit, prompted by rising security concerns in a growing and evolving post-pandemic community, identified several high-priority recommendations to improve the safety and wellbeing of our staff, residents, and visitors. One of these recommendations is the partnership with the NRPS for this important initiative.

By sharing surveillance data with the RTOC, the City of Welland will benefit from the NRPS's expertise in real-time, resulting in faster emergency responses, enhanced crime prevention, and improved evidence collection when required. This partnership reflects our proactive approach to modernized public safety and aligns directly with our 2023–2026 Strategic Plan, specifically our commitment to the “Health and Well-being” of our community.

It also demonstrates our continued commitment to working collaboratively. Partnerships are at the heart of how we operate. By joining forces with NRPS, we are maximizing resources,

gaining efficiencies, and supporting coordinated efforts that make our city more safe, secure and resilient. City staff have been formally directed through Council's approval to work in partnership with NRPS to develop a formal data-sharing agreement and operational protocols that will ensure accountability, privacy, and clarity.

We thank the Niagara Regional Police Service for their leadership, and we look forward to working together to build a safer Welland for everyone.

Sincerely,

A handwritten signature in black ink, appearing to read "Frank Campion". The signature is fluid and cursive, with the first name "Frank" being more prominent than the last name "Campion".

Frank Campion  
Mayor



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

### **PUBLIC AGENDA**

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**Subject:** Firing Range Use by Partner Services – Memorandum of Understanding

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

**Report Date:** 2025-08-19

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### **Recommendation(s)**

**That the Niagara Police Service Board (Board) provide approval for the Chief of Police, on behalf of the Niagara Regional Police Service (Service) to enter into a Memorandum of Understanding (MOU) with the Waterloo Regional Police Service (WRPS), providing them use of the Training Unit firing range and tactical range, situated at 107 Seneca Trail, Welland.**

### **Key Facts**

- The purpose of this report is to advise the Board of the Service's intention to enter into a MOU with the WRPS.
- The goal of the MOU is to formalize a protocol that affirms an agreement to permit members of the WRPS to utilize the firing range and tactical range at the Service's training facility, for the purpose of less lethal training and firearms training.
- The MOU will become effective upon final signing, and shall continue on an annual basis, renewed automatically, until terminated in accordance with the terms listed in the MOU.

### **Financial Considerations**

The Service will maintain the firing range and tactical range at its usual expense, as identified in the operating budget. Although financial implications are expected to be negligible, any cost of repairs resulting from other than normal wear and tear will be covered in the terms of the MOU and reimbursed by the WRPS. Any financial costs associated with the use of the range will be further offset by reciprocal training opportunities involving the Service's Emergency Task Unit (ETU).

### **Analysis**

The Service's Training Unit operates the training facility located at 107 Seneca Trail in Welland. This facility is equipped with a firing range and a tactical range, both of which are utilized by members of the Service during in-service training, and as part of

specialized training by the ETU. The Service will, from time to time, enter into agreements with other agencies for the use of the firing range. This is the case with other existing MOUs between the Service and several other police services, which include but are not limited to; Peel Regional Police Service, Durham Regional Police Service, Halton Regional Police Service, and Hamilton Police Service.

The purpose of this MOU with the WRPS, is to formalize a collaborative partnership that will benefit the Service through participation in reciprocal training opportunities, in order to maintain adequate and effective emergency response capabilities of the Service's ETU. The Service will grant the WRPS access to its training facility during times when it will not interfere with its own in-service training schedule, and subject to the Service's operational exigencies. The terms of this MOU will be administered by the Service's Training Unit in coordination with the ETU.

The MOU has been reviewed and is supported by the Service's legal counsel. It is therefore requested that the Board authorize the Chief of Police to enter into this agreement on behalf of the Service.

### **Alternatives Reviewed**

Not applicable.

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

To comply with the provisions of Board By-Laws, Strategic Plan 2022-2025, as well as Provincial Adequacy Standards Regulations.

### **Relevant Policy Considerations**

Board Strategic Plan 2022-2025  
Board - By-Law No. 346-2014, Use of Force  
Board - By-Law No. 242-2000, Tactical Units

### **Other Pertinent Reports**

Not applicable.

*This report was prepared by Mike Casella, Staff Sergeant, Training Unit, and reviewed by Steve Magistrale, Acting Superintendent, Executive Services. Recommended by Paul Koscinski, Acting Deputy Chief, Support Services.*



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### **Submitted by:**

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

# APPENDIX A

## MEMORANDUM OF UNDERSTANDING dated this                      day of August , 2025

### BETWEEN:

#### NIAGARA REGIONAL POLICE SERVICE

Hereinafter referred to as "NRPS"

-and-

#### WATERLOO REGIONAL POLICE SERVICE

Hereinafter referred to as "WRPS"

(Collectively referred to as "the Participants")

**WHEREAS** the NRPS is a police service under the *Community Safety and Policing Act*, and is responsible for the provision of policing services in the Regional Municipality of Niagara, in the Province of Ontario;

**AND WHEREAS** WRPS is a police service under the *Community Safety and Policing Act*, and is responsible for the provision of policing services in the Regional Municipality of Waterloo, in the Province of Ontario;

**AND WHEREAS** the NRPS operates a firing range ("the range") at its training facility, located at 107 Seneca Trail, Welland, approved by the Chief Firearms Officer pursuant to the *Firearms Act*.

**AND WHEREAS** the NRPS and WRPS have agreed that members of the WRPS will use the range for training purposes;

**AND WHEREAS** the consideration for this Memorandum of Understanding ("MOU") shall meet the mutual promises and covenants hereinafter set out;

NOW THEREFORE, THE PARTICIPANTS AGREE THAT:

### 1. Purpose and Scope:

- 1.1. The purpose of this MOU is to set out the roles and responsibilities of the Participants respecting the use of the range by members of WRPS. NRPS has agreed that WRPS members will be provided access to the range to carry out certain activities related to use of force and firearms training, including but not limited to:

- (a) Carrying out regular live fire training exercises; and



- (b) Carrying out practical exercises increasing their exposure to training scenarios involving the use of force and firearms.

## **2. Responsibilities:**

### **2.1. The NRPS shall:**

- (a) Endeavour to make the range available to WRPS during a mutually agreeable time, subject to the exigencies of the NRPS including, but not limited to, the need to train members of the NRPS.
- (b) Notify WRPS within a reasonable time if the range is not available due to repair, maintenance, or other NRPS exigencies.
- (c) Ensure that a member of the NRPS Emergency Task Unit and/or the Training Unit is available to provide WRPS access to the range on a scheduled WRPS training day.

### **2.2. The WRPS shall:**

- (a) During all periods while WRPS members are on site at the range, WRPS will ensure that a designated WRPS Range Safety Officer is on site and shall be responsible for the training of WRPS members in accordance with WRPS policies and directives.
- (b) Ensure that the WRPS Range Safety Officer and all WRPS members follow the direction of a member of the NRPS Emergency Task Unit and/or Training Unit, and act in accordance with the policies and directives of the NRPS.

### **2.3. The WRPS will provide all equipment required for training by members of the WRPS, including, but not limited to, weapons, firearms, ammunition, targets, firearm cleaning supplies, defensive tactics equipment and protective equipment, as required.**

### **2.4. The WRPS acknowledges that the range is authorized for use of: handguns, shotguns, carbines and rifles (.223 and .308 calibre). Training will be conducted with training ammunition consisting of a lower lead content, encapsulated bullet where applicable, and bullet velocity shall not exceed 3300 feet/second, unless prior approval has been obtained from the NRPS.**

## **3. Conduct and Discipline:**

- 3.1. WRPS officers attending the NRPS training facility will sign in at reception, in accordance with NRPS visitor policy.
- 3.2. A designated WRPS member will be provided with an access card to the range. It is the responsibility of that WRPS member to return the key prior to leaving the training facility.

- 3.3. Each WRPS member will be required to wear their WRPS identification while inside the training facility in an area other than the range.
- 3.4. Each WRPS member will be required to wear body armour, ear protection, and eye protection while on the range.
- 3.5. Each WRPS member will be required to view the NRPS Lead Exposure Awareness Video and sign the training record of completion, prior to using the range, at least once annually.
- 3.6. Operational responsibility and supervision of WRPS members pursuant to this MOU will remain with WRPS.
- 3.7. Alleged breaches of discipline involving any member of the WRPS arising from the operation of this MOU, or otherwise, shall be reported to the designated WRPS Range Safety Officer and will be dealt with in accordance with the provisions of the *Community Safety and Policing Act*.

#### **4. Confidentiality:**

- 4.1. During the term of this MOU and after the termination or dissolution thereof for any reason, the Participants shall treat all information they may have acquired in relation to each other in the performance of this MOU as strictly confidential. Each Participant shall use the same degree of care to avoid the disclosure of confidential data and information of the other as it uses to protect its own confidential data and information.

#### **5. Dispute Resolution:**

- 5.1. Should a dispute arise between the Participants regarding the interpretation, application or administration of this MOU, the Participants agree to meet at the earliest available opportunity to discuss the dispute and use their best efforts to come to a resolution.

#### **6. Terms, Renewal, Termination:**

- 6.1. The MOU shall be effective upon the signature of the Participants and shall continue on an annual basis, renewed automatically, until terminated in accordance with the terms of this MOU.
- 6.2. The NRPS may, at its sole discretion, terminate this MOU with written notice effective on receipt by WRPS, upon WRPS' failure to fulfill any of its obligations in this MOU.
- 6.3. Either of the Participants may terminate this MOU for any reason upon written notice to the other with at least thirty (30) days' notice. The Participant receiving notice of termination may waive the notice period.
- 6.4. The Participants' designates shall periodically review and assess the operation and effectiveness of the MOU.

## 7. Indemnity and Insurance:

- 7.1. WRPS shall indemnify and save harmless the NRPS from any and all actions, suits, claims and demands which may be brought against or made upon the NRPS and from all loss, claims and demands, which may be incurred, sustained or paid by NRPS in consequence of the training permitted at the range or otherwise by reason of the exercise of WRPS of the permission hereby granted, reasonable wear and tear expected, except where said action, suit, claim and/or demand arises as a result of any defect or fault in the condition of the range as maintained by NRPS.
- 7.2. The Participants shall cooperate with each other in the defense of any claim or action by a third party.
- 7.3. WRPS shall retain sufficient liability insurance, or other such forms of insurance, such as self-insurance (or equivalent) in an amount not less than five million dollars (\$5,000,000) and, upon written request, provide NRPS with proof of such insurance.
- 7.4. The indemnity provisions of this MOU shall survive the termination of the MOU.
- 7.5. WRPS shall be solely responsible for ensuring coverage and protection under the terms and provisions of the *Workplace Safety and Insurance Act* and will indemnify the NRPS of any such claims, costs or expenses.

## 8. Notices and Representatives:

- 8.1. Any notice pursuant to this MOU shall be in writing and shall be delivered personally, by email, or sent by registered mail to the following addresses:

For the NRPS: Staff Sergeant Mike Casella, or designate  
Niagara Regional Police Service  
107 Seneca Trail  
Welland, Ontario  
L3C 0E8  
[mike.casella@niagarapolice.ca](mailto:mike.casella@niagarapolice.ca)

For the WRPS: Staff Sergeant Jarrett Brown, or designate  
Waterloo Regional Police Service  
200 Maple Grove Road  
Cambridge, Ontario  
N3H 4R7  
[jarrett.brown@wrps.on.ca](mailto:jarrett.brown@wrps.on.ca)

Or such email or address as a Participant may indicate in writing to the other.

- 8.2. Notices sent by personal delivery or registered mail shall be deemed to have been received at the time they are delivered. Notices sent by email shall be deemed to have been received at the time of delivery or transmission.

**9. Governing Law:**

- 9.1. This MOU and the rights, obligations and relations of the Participants shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

**10. Amendments:**

- 10.1. This MOU may be amended only by written agreement signed by authorized representatives of the Participants which agreement is supplemental to this MOU and thereafter forms part of this MOU.

**11. Waiver:**

- 11.1. No waiver or any rights under this MOU shall be effective unless in writing and duly executed by the representatives of the Participant giving the waiver.

**12. Entire Agreement:**

- 12.1. This MOU constitutes the entire agreement between the Participants and supersedes any previous agreements or understandings, collateral, oral, or otherwise.

**13. Severability:**

- 13.1. If any terms or conditions of the MOU, or the application thereof to any persons or circumstances, are to any extent invalid or unenforceable, the validity of the remainder of the MOU shall not be affected thereby.

**IN WITNESS WHEREOF** the Participants have executed this MOU.

**NIAGARA REGIONAL POLICE SERVICE:**

\_\_\_\_\_  
Bill Fordy, Chief of Police

\_\_\_\_\_  
Date

**WATERLOO REGIONAL POLICE SERVICE:**



\_\_\_\_\_  
Mark Crowell, Chief of Police

August 5, 2025  
Date



## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Creation of Memorial and Sculpture

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

**Report Date:** 2025-08-29

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### Recommendation(s)

**That the Niagara Police Service Board (Board) approve the recommendations outlined in the report on the creation of a memorial and sculpture for fallen Niagara Regional Police Service Members.**

### Key Facts

- In 2024 Chief Fordy requested that Inspectors Nilan Davé and Mark Di Egidio work on the creation of a memorial in recognition of members of the Service who have died "*because of the line of Duty*", recognizing the significant increase in the number of officers who have died by suicide.
- The Ontario Provincial Police (OPP) and Toronto Police Service (TPS) are two notable Services who have done extensive work in the creation of suicide memorials for their respective organizations. This work can be attributed to the fact that in 2015 the Ontario Human Rights Commission filed an application with the Ontario Human Rights Tribunal alleging discrimination in employment based on disability because of the TPS failure to include on its Memorial Wall, officers who end their lives because of a mental health disability incurred in the line of duty.
- The creation of a memorial would reduce the stigma surrounding suicide and would be consistent with the principles of the Canadian Framework for Trauma Informed Response in Policing.

### Financial Considerations

The creation of a memorial and related costs are to be determined.

### Analysis

To create the memorial a committee was struck, comprised of Constable Mike Warnock, Dr. Tiffany Hunt, Clinician Brandy Sand, and Inspectors Mark Di Egidio and Nilan Davé.

The committee realized very early in its creation that it would need to consider recognizing the deaths of all members, in an inclusive manner, regardless of

circumstances. The committee also determined early in the process that there was potential for more than a single memorial to adequately recognize members.

The committee took a holistic approach by completing an environmental scan of other policing agencies (US and Canadian), members within the Mental Health profession, and academic research.

The committee was tasked with gathering information to inform the Executive Leadership Team (ELT) with options and recommendations, and after a thorough process, presented options and recommendations to the ELT on July 2, 2025.

The options and recommendations selected are the following:

- Leave the existing “Heroes in Life” Wall of Honour at Headquarters, with no future additions, capturing lives lost in the line of duty prior to the incorporation of a new memorial. The “Heroes in Life” wall will remain as part of the Service’s history and journey in recognizing members who have died.
- Add a memorial plaque to honor all fallen members, sworn and civilian, regardless of how they passed away. On duty, off duty, suicide, sickness, etc. This plaque will be mounted immediately to the left of the current wall of honour in the lobby of 2D Headquarters. It is to be placed on what are currently narrow vertical windows. It will be prominent in size approximately 6-7 ft wide and 3-4 ft high. The appropriate wording for the plaque is to be determined and will be inclusive, recognizing members have passed in different circumstances and provide a place of respect and remembrance.
- In front of the memorial plaque will be a QR Code and virtual touch screen with narrative and information on fallen members. Members in this virtual book will have been placed there upon application by the member’s family. A process will be put in place for application, criteria, etc.
- An outdoor sculpture will also be created as a memorial to all fallen members, in concert with the memorial plaque. The sculpture is proposed to be commissioned by an Indigenous artist to capture the connection to our First People and in recognition of the culture’s deep attachment to the cyclical nature of life and connection to the earth, and one another. Through an application process, family can choose (what they would like to represent their loved one, name, narrative, etc. in the virtual book, and if they want an engraved badge # on the outdoor sculpture.

As the memorial plaque, virtual touchscreen and outdoor sculpture have been approved, next steps are now being embarked upon including cost estimates, communication to members, wording for the memorial plaque, details on the virtual book, and the application process.

## **Alternatives Reviewed**

To not approve the recommendations.

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

The memorial plaque, virtual touchscreen, and outdoor sculpture are directly related to the 2022-2025 Strategic Plan Goal 4 Member Wellness and Resiliency - Objective1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy.

## **Relevant Policy Considerations**

By-Law 522-2024 – Administration of the Police Service.

## **Other Pertinent Reports**

Not applicable.

*This report was prepared by Inspector Nilan Davé, Office of the Chief.*



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### **Submitted by:**

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

## **Appendices**

Not applicable.





## INTERNAL CORRESPONDENCE

**To:** Chair and Members

**From:** Deb Reid

**Dept:** Niagara Police Service Board

**Dept:** Executive Director  
Niagara Police Service Board

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**Date:** August 29, 2025

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**Re: Police Service Board – 2026 Proposed Meeting Schedule**

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Purpose:

The purpose of this memorandum is to establish the Niagara Police Service Board monthly Board and Committee meeting schedule for the year 2026.

Background and Discussion:

In accordance with the Board's Procedural By-law No. 404-2024, the Police Service Board is required to adopt an annual meeting schedule. The meeting schedule for the following calendar year is typically adopted in the fourth quarter of the previous year.

The Board holds its regular monthly meetings on the fourth Thursday of each month and the Board Committees meet on regularly scheduled days, normally the second Thursday of the month. The proposed schedule provides the monthly meeting cycle as established by the Procedural By-law with some exceptions, as follows:

- The Board will hold a Special Public Virtual Only Meeting on January 8, 2026 for the annual election of the Board Chair and Vice-Chair.
- In keeping with Board direction and with previous meeting schedule practices, there are no Board or Committee meetings scheduled during the month of August.
- The Ontario Association of Police Service Boards (OAPSB) 2026 Fall Seminar/Labour Conference will be held in October or November (dates to be confirmed) and if any monthly meeting schedule changes are required, a separate Board report will be brought forward.
- The December meetings have been reduced to one Board meeting that month to better accommodate holiday schedules, monthly workflow demands, and allow staff to make the most effective use of resources before year-end.

The proposed meeting schedule is attached for the Board's consideration.

Financial Considerations:

Costs associated with Board meetings are included in the annual operating budget of the Police Service Board.

**Recommendation:**

**That the Board approve the Schedule of Regular Meetings for the Niagara Police Service Board and Committee meetings for the year 2026 as presented.**

A handwritten signature in black ink, appearing to read "Deb Reid". The signature is stylized with a large, looped "D" and a cursive "Reid".

Deb Reid  
Executive Director

Encl.

# **NIAGARA POLICE SERVICE BOARD** **2026 SCHEDULE OF REGULAR BOARD AND COMMITTEE MEETINGS**

JANUARY						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

MARCH						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

AUGUST						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

\*There are no Board/Committee meetings

OCTOBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

\*One Board meeting due to holiday season

	Board Committee Meetings
	Regular Monthly Board Meeting
	OAPSB Spring Conference & AGM
	OAPSB Employment Conference
	CAPG Conference & AGM

	Scheduled from 9:30 am - 1:00 pm
	Scheduled from 9:30 am - 1:00 pm
	June 1-3, 2025 - Niagara Falls, ON
	October/November 2026 - Dates/Location TBC
	August 12-16, 2026 - Edmonton, AB



## INTERNAL CORRESPONDENCE

**To:** Chair and Members

**From:** Deb Reid

**Dept:** Niagara Police Service Board

**Dept:** Executive Director  
Niagara Police Service Board

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**Date:** August 29, 2025

**Re: Police Service Board By-law  
Policing Complaints Received from the Inspector General**

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Purpose:

The purpose of this report is to provide the Board with a draft by-law as required for compliance with the *Community Safety and Policing Act, 2019 (CSPA)*, and its Regulations.

Background Information and Discussion:

On April 1, 2024, the *Community Safety and Policing Act, 2019 (CSPA)* and its Regulations came into force. The CSPA is an opportunity to modernize policing and enhance community safety in Ontario. All Police Service Boards and Police Services are required to comply with the CSPA and its associated Regulations. The CSPA mandates that the Board establish a policy regarding policing complaints received by the Inspector General with respect to the policies of a Police Service Board or the procedures established by the Chief of Police. To meet this legislative requirement, a draft By-law has been created.

Cost of Recommendation:

There will be no additional costs associated with the implementation of the attached By-law. Specific costs resulting from the policing complaints are dealt with by the Chief of Police and the Board on an ongoing basis as part of the annual budget processes.

Alternative Options:

The Board is required to develop a host of policies for every aspect of service delivery. The By-law presented complies with the CSPA and its Regulations and Ministry of the Solicitor General guidelines and there are no realistic alternatives.

Reasons for Recommendation:

Subsection 107 (6) and (7) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ("CSPA")* requires the Police Service Board shall establish policies for policing complaints about the policies of a Police Service Board or the procedures established by the Chief of Police and report back to the Inspector General within the time specified by the Inspector General about the steps taken in response to the complaint. This provision is a mandated responsibility of Police Service Boards. This By-law ensures compliance with the CSPA and its Regulations. The Board Solicitor, Woody McKaig, has reviewed and endorsed this By-law and it is now presented to the Board for final approval.

**Recommendation:**

**That the Board adopt the draft by-law as appended to this report,**

**And further, that the Board Chair and Executive Director be authorized to make any supplementary administrative amendments to the by-law, that may be required following any additional clarification of the CSPA and its Regulations that may be received by the Ministry of the Solicitor General.**



Deb Reid  
Executive Director

Encl.



## **BY-LAW NO. 536-2025**

### **A BY-LAW RESPECTING POLICING COMPLAINTS RECEIVED FROM THE INSPECTOR GENERAL**

#### **1. PREAMBLE**

- 1.1 WHEREAS subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ("CSPA")* provides that a Board shall provide adequate and effective policing in the in the area for which it has policing responsibility as required by Section 10 of the *CSPA*;
- 1.2 AND WHEREAS subsection 38 (2) of the *CSPA* provides that a Police Service Board may establish policies respecting matters related to the Police Service or the provision of policing;
- 1.3 AND WHEREAS subsections 107 (1) (c) and (d) of the *CSPA* provide that any person, other than a prescribed person, may make a complaint to the Inspector General regarding the policies, by-laws, rules or procedures of a Police Service Board or the procedures established by a Chief of Police;
- 1.4 AND WHEREAS subsection 108 (1) of the *CSPA* provides that a Police Service Board or a Member of a Police Service Board shall forward a complaint made under section 106 or 107 of the *CSPA*, including complaints made under subsections 107 (1) (c) and (d), to the Inspector General;
- 1.5 AND WHEREAS subsection 107 (6) of the *CSPA* provides that the Inspector General shall forward complaints made under subsections 107 (1) (c) and (d) to the Police Service Board that maintains the Police Service;
- 1.6 AND WHEREAS subsection 107 (7) of the *CSPA* provides that the Police Service Board review the complaint forwarded by the Inspectorate of Policing with respect to the policies of a Police Service Board or the procedures established by the Chief of Police and report back to the Inspector General within the time specified by the Inspector General about the steps taken in response to the complaint;
- 1.7 AND WHEREAS the Board deems it expedient to enact this By-law to ensure that the response to complaints by the Board and the Service adheres to *CSPA* and directives and guidelines received from the Inspectorate of Policing.

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

## **2. DEFINITIONS**

- 2.1 “Act” or “CSPA” means *the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 “Board” means the Regional Municipality of Niagara Police Service Board;
- 2.3 “Board Member” means a member of the Niagara Police Service Board;
- 2.4 “Chief” means the Chief of Police of the Niagara Regional Police Service;
- 2.5 “Inspector General” means the person appointed to that position by the Lieutenant Governor in Council;
- 2.6 “Member” means a Member of the Niagara Regional Police Service;
- 2.7 “Service” means the Niagara Regional Police Service.

## **3. BOARD POLICY**

- 3.1 The Board recognizes and adheres to the principle that fair, open, prompt, thorough and efficient response to policy and procedure complaints is a cornerstone to establishing, maintaining, and promoting public trust in the Board and the Service. It is therefore the policy of the Board that such complaints be dealt with in a professional and thorough manner in accordance with subsections 107 (6) and (7) of the CSPA.

## **4. POLICY AND PROCEDURE COMPLAINTS**

- 4.1 If a person makes a complaint to the Board, a Board Member, the Chief or any Member of the Service about:
- (a) the adequacy and effectiveness of policing provided;
  - (b) a failure of the Board, the Chief, the Service, or a prescribed policing provider to comply with the CSPA or its regulations, other than misconduct, including a systemic failure;
  - (c) the policies of the Board or the procedures of the Chief;
- the complaint shall be forwarded to the Inspector General. The person who made the complaint shall be informed that the complaint has been forwarded, and the person shall be provided with information about the role of the Inspector General.
- 4.2 If the Inspector General refers a complaint to the Board about the Board’s policies or the procedures of the Chief, the Board shall:
- (a) review the complaint as it relates to the policies and procedures referred to;
  - (b) report back to the Inspector General within the time specified by the Inspector General, if any, about any steps taken in response to the complaint;
  - (c) report to the Minister about any steps taken in response to the complaint; and
  - (d) include the report back to the Inspector General on the next public agenda of the Board, subject to the approval of the Inspector General, and subject to the privacy and confidentiality provisions of section 44 of the CSPA and subject to the Municipal Freedom of Information and Protection of Privacy Act.



**5. REPORTING REQUIREMENTS**

**5.1 ANNUAL BOARD REPORT**

- (a) The Chief shall make an annual report summarizing policies, Service procedures, and adequacy complaints reviewed by the Board, Chief and Inspector General;
- (b) The report shall include comparative data for the same time period in the immediately preceding calendar year; and
- (c) Identify recurring themes or patterns that may highlight gaps in Service adequacy and effectiveness.

**6. IMPLEMENTATION**

6.1 Any By-laws, sections of by-laws and policies of the Board inconsistent with the provisions of this By-law are hereby repealed.

6.2 This By-law shall come into force on the date of its passage.

6.3 The Chief shall implement this By-law, where applicable, through General Order.

ENACTED AND PASSED this 25<sup>th</sup> day of September, 2025.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

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Pat Chiocchio, Chair

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Deb Reid, Executive Director



# NIAGARA REGIONAL POLICE SERVICE

## Police Service Board Report

### PUBLIC AGENDA

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**Subject:** User Fee Charges for Police Service By-Law 524-2024 – New Fee Exempted Record Check

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

**Report Date:** 2025-09-12

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### Recommendation(s)

**That the Niagara Police Service Board (Board):**

- 1. Approve the attached user fee By-Law and schedule A (Appendix 1).**
- 2. Approve an annual inflationary index be applied to maintain alignment with the cost of labour and supplies.**

### Key Facts

- In late 2024, the Ministry of Children, Community and Social Services made regulatory amendments under the *Child, Youth and Family Services Act, 2017* (CYFSA) and the *Intercountry Adoption Act, 1998* (IAA) that establish police record check requirements for the child and youth sector.
- In addition, the Ministry of the Solicitor General made regulatory amendments under O. Reg. 347/18 of the *Police Record Checks Reform Act, 2015* (PRCRA) to exempt individuals subject to the police record check requirements under the CYFSA or IAA from standard requirements for police record searches prescribed under the PRCRA.
- Services are now required to develop two new types of records checks: Exempted (Broad) Criminal Record and Judicial Matters Check and Exempted (Broad) Vulnerable Sector Check.
- Section 391 of the Municipal Act and section 69 of the Planning Act provide the authority for a municipality to establish fees and charges where the fundamental principle ensures the recipient of the benefit pays for the service received.
- In consultation with department leadership and Finance staff, a fee of \$80.00 per record check for employment and \$35.00 per record check for volunteer is recommended; this covers the direct costs associated with the preparation of this type of record check.

## Financial Considerations

Section 391 of the Municipal Act and section 69 of the Planning Act provide the authority for a municipality to establish fees and charges. The fundamental principle behind user fees and price setting via cost recovery is that those who directly benefit from the good/service pay for it and others should not be obligated to pay for it (a key element being that the benefit of the service is to the individual, not the general taxpayer). The main economic reason why user charges should be levied on the direct recipient of benefits is that this improves the efficiency of the government in allocating resources in the way they are demanded by the public<sup>1</sup>.

By-Law 524-2024 Imposition of Charges for Police Services, enables the Board to determine an appropriate user fee for services rendered to any person.

In consultation with the Records Unit leadership team and Finance, the following user fee has been developed based on a time study conducted on approximately 174 records. This information was used to determine the recovery of direct costs associated with the preparation of this type of record check.

- Exempted (Broad) Criminal Record and Judicial Matters Check or Vulnerable Sector Check – Employment - \$80.00 per item.
- Exempted (Broad) Criminal Record and Judicial Matters Check or Vulnerable Sector Check – Volunteer - \$35.00 per item.

This fee has been established based on, the principles of section 391 of the Municipal Act, the recovery of direct costs associated with the preparation of this type of record check and the end user's ability to pay for the service.

## Analysis

The purpose of this report is to seek Board approval for the recommended user fee schedule outlined in Appendix 1 of this report.

In late 2024, the Ministry of Children, Community and Social Services made regulatory amendments under the CYFSA and the IAA that establish police record check requirements for the child and youth sector. In addition, the Ministry of the Solicitor General made regulatory amendments under O. Reg. 347/18 of the PRCRA to exempt individuals subject to the police record check requirements under the CYFSA or IAA from standard requirements for police record searches prescribed under the PRCRA. These amendments went into effect on January 1, 2025.

As a result, services are now required to develop two new types of record checks:

- Exempted (Broad) Criminal Record and Judicial Matters Check
- Exempted (Broad) Vulnerable Sector Check

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<sup>1</sup>CSD 46-2023 December 7, 2023 2024 Schedule of Fees and Charges, Niagara Region.

Police Services and the Ontario Association of Chiefs of Police (OACP) were not consulted before finalizing the legislative change and were not provided sufficient time to develop internal procedures. Thus, the OACP's LEARN Committee took a leadership role in ensuring Ontario police services would have access to guidelines that will position them to effectively meet the new legislative requirements and effectively serve the needs of Ontarians in this area. These guidelines were released to police services in mid August.

There were several challenges tied to implementing this new process. These included, but were not limited to, the disclosure of non-conviction information, mental health-related contacts, and *Youth Criminal Justice Act* matters. Another major issue was ensuring these new checks do not contravene the *Criminal Records Act*.

Given the broad scope of information that could be included in these checks, the failure to properly review and vet information raises concerns related to the possible exclusion of qualified individuals from important roles and the possibility of damaging opportunities for those attempting to improve their lives and potentially impacting their livelihood directly. Therefore, the processing of these checks is much more labour intensive than a police record check that is already available under the PRCRA and requires a supervisor to conduct the final stages of the process.

These factors have been taken into consideration in developing the two new recommended user fees for Exempted (Broad) Police Record Checks (one fee for employment and one fee for volunteers).

### **Alternatives Reviewed**

Not accept the recommended revision to the user fees.

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

To comply with the provisions of section 6.4.1 By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.

### **Relevant Policy Considerations**

- Municipal Act, 2001
- By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.
- By-Law 524-2024 – User Fee Schedule for Police Services

### **Other Pertinent Reports**

9.2 - 2024.12.19 – Police Service Board By-Law - User Fee Charges for Police Service - Fee Update

*This report was prepared by Laurie Switzer, Records Manager in consultation with Laura Rullo, Director of Finance and Asset Management and Recommended by Sandy Staniforth, Acting Deputy Chief, Support Services.*

T. WASSELOVICH

**Submitted by:**

Todd Waselovich #9660  
Acting Chief of Police

**Appendices**

Appendix 1 Imposition of Charges for Police Services By-Law 524-2024



## BY-LAW NO. 524-2024

### A BY-LAW TO PROVIDE FOR THE IMPOSITION OF CHARGES FOR POLICE SERVICES

*(as amended by By-laws 268-2004, 278-2006, 280-2006, 287-2009, 288-2009, 296-2010, 302-2010, 303-2010, 304-2010, 308-2011, 329-2012, 347-2014, 353-2014, 359-2016, 371-2017, 388-2020, 389-2021, 398-2022 and 429-2024)*

#### 1. PREAMBLE

- 1.1 WHEREAS the Regional Municipality of Niagara Police Service Board is responsible for the provision of police services and for law enforcement and crime prevention in the Regional Municipality;
- 1.2 AND WHEREAS the Board has determined that it is appropriate to charge user fees in respect of certain service provided to any person;
- 1.3 AND WHEREAS section 391 of the *Municipal Act, 2001, S.O., c.25*, and amendments thereto, provides that a local board may pass by-laws imposing fees or charges on any class of persons for, inter alia, services or activities provided or done by or on behalf of it;
- 1.4 AND WHEREAS section 396(1)(b) of the *Municipal Act, 2001, S.O., c.25*, and amendments thereto, provides that discounts and other benefits for early payment of fees and charges may be given;
- 1.5 AND WHEREAS section 396(1)(c) of the *Municipal Act, 2001, S.O., c.25*, and amendments thereto, provides that variable fees are considered appropriate by the Board may be charged in respect of such services.

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

#### 2 DEFINITIONS

- 2.1 “Board” means the Regional Municipality of Niagara Police Service Board;
- 2.2 “Person” means any member of the public and includes an individual, sole proprietorship, partnership, corporation, any other police service, and any other government body or agency;
- 2.3 “Police Service” means the Niagara Regional Police Service;
- 2.4 “Member” means a member of the Niagara Regional Police Service.

### **3 CHARGES FOR SERVICE**

- 3.1 Any person requesting and receiving any service described in Schedule "A" to this by-law shall pay the fee for such service as set out in the said Schedule "A", plus HST if applicable.
- 3.2 Any person requesting and receiving any service described in Schedule "B" to this by-law shall pay a fee for such service in accordance with a written agreement made between the Police Service and such person, plus HST if applicable.
- 3.3 Any person for whom the police service provides a service and in doing so incurs a cost not listed in Schedules "A" or "B" or in this by-law, shall pay to the police service an amount equal to the cost so incurred by the police service.

### **4 REPEAL OF FORMER BY-LAW**


- 4.1 The provisions of By-law Nos. 389-2021, 398-2022 and 429-2024, and other By-laws, sections of By-laws and user fees and charges of the Police Service inconsistent with the provisions of this By-law are hereby repealed effective December 31, 2024 and replaced by this by-law.


### **5 ENACTMENT**

- 5.1 This By-law shall come into force January 1, 2025.

ENACTED AND PASSED this 19<sup>th</sup> day of December, 2024.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

  
\_\_\_\_\_  
Jen Lawson, Chair

  
\_\_\_\_\_  
Deb Reid, Executive Director

**Attachments (2)**



SCHEDULE A

Niagara Regional Police Schedule of Fees & Charges

ITEM DESCRIPTION	FEE*		RATE BY-LAW	ADDITIONAL NOTES
<b>Collision Reconstruction</b>				
Complete Collision Reconstruction Report	\$4,550.00	Each	523-2024	Plus HST
Crash Data Retrieval (CDR) System Report	\$650.00	Per Vehicle	523-2024	
CDR Supplementary Report	\$185.00	Per Vehicle	523-2024	
Field Book	\$185.00	Each	523-2024	
Field Sketch	\$370.00	Each	523-2024	
Photographs	\$185.00	Minimum	523-2024	\$18.50 each
Scale Diagram	\$1,100.00	Each	523-2024	
Technical Collision Investigation Field Notes	\$185.00	Minimum	523-2024	\$30.85/page
Technical Collision Investigation (TCI) Report	\$185.00	Minimum	523-2024	\$30.85/page
Technical Calculation Notes	\$650.00	Each	523-2024	
Vehicle Inspection Report	\$185.00	Per Vehicle	523-2024	
Vehicle Mechanical Examination Report	\$325.00	Per Vehicle	523-2024	
Interview with a Member of the Niagara Regional Police Service Collision Reconstruction Unit	\$370.00	Minimum	523-2024	\$370.00/1 <sup>st</sup> hour plus \$185.00 for each additional hour
<b>Records</b>				
Incident Report	\$65.00	Each	524-2024	Plus HST
Motor Vehicle Collision Report	\$65.00	Each	524-2024	Plus HST
Officer Notes	\$50.00	Each	389-2021	Plus HST
Witness Statements	\$50.00	Each	389-2021	Plus HST
Fingerprints	\$25.00	Each	278-2006	
Police Record Check (All Types) – Employees	\$55.00	Each	524-2024	
Police Record Check (All Types) – Students	\$20.00	Each	398-2022	Uncompensated and receiving academic credit
Police Record Check (CRC & CRJMC) – Volunteers	\$0.00	Each	398-2022	No Charge
Police Record Check (VSC) – Volunteers	\$25.00	Each	524-2024	
Police Record Check - Exempted (Broad) CRJMC or VS - Employees	\$80.00	Each	524-2024	
Police Record Check – Exempted (Broad) CRJMC or VS – Volunteers	\$35.00	Each	524-2024	
Information & Privacy Application Fee	\$5.00	Each	524-2024	\$0.20/page photocopying \$65.00/hour for search or preparation
Records Suspension (Pardon Application)	\$75.00	Each	371-2017	
Criminal File Closure Fee	\$75.00	Each	524-2024	
Photocopies and Computer Printouts	\$0.20	Per Page	524-2024	\$0.20/page photocopying \$65.00/hour for search or preparation
Researched Motions by Records/CPIC Clerk	\$65.00	Per Hour	524-2024	
<b>Forensic Services</b>				
Non-Disclosure Costs for Printed Photographs	\$185.00	Each	524-2024	Minimum \$185.00
<b>Video Unit</b>				
Script Writing and Research	\$140.00	Per Hour	524-2024	Plus HST
Field Productions and Editing	\$210.00	Per Hour	524-2024	
Post Production and Editing	\$140.00	Per Hour	524-2024	
<b>Special/Paid Duty Police Officer Rates</b>				
Constable, Sergeant and Inspector - Rates for special/paid duty police officers are based on the Uniform Collective Agreement and subject to change after contract ratification.	As outlined in By-law 425-2024	Per Hour/ Minimum of 4 Hours	425-2024	Each rate is per hour, minimum 4 hours and includes an administrative fee for cost recovery of 20%.

**\*Note: Implementation of Annual Adjustment to the Schedule of Fees and Charges based on the previous Consumer Price Index (CPI) as published by Statistics Canada. This requirement ensures that fees and charges keep pace with inflation.**

**SCHEDULE "B"**

<b>SERVICE PROVIDED</b>	<b>FEE CHARGED</b>
Casino Unit	Fees charged in accordance with written agreement with City of Niagara Falls.
Video Training Alliance	Fees charged in accordance with written agreements between the Niagara Regional Police Service and other Police Services.
Secondments	Fees charged in accordance with written agreements between the Niagara Regional Police Service and other organizations.
Joint Projects	Fees charged in accordance with written agreements between the Niagara Regional Police Service and other organizations.
Seminars	Fees charged according to Member hours utilized in presenting seminar.
Public Order Unit	Fees charged in accordance with written agreements between the Niagara Regional Police Service and other organizations.



## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Special Fund Request  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-08-22

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### Recommendation(s)

**That the Regional Municipality of Niagara Police Service Board (Board) authorizes Special Fund donations.**

### Key Facts

The purpose of this report is to seek the Board's approval for a donation from the Special Fund for the following:

- Youth Resources Niagara vs Niagara Regional Police Service Basketball Game and BBQ, \$1000.00

Details of this Special Fund Request is 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 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

This Special Fund request is submitted to the Board with a detailed report in Appendix 1.

## **Alternatives Reviewed**

To not support the requests.

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

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.

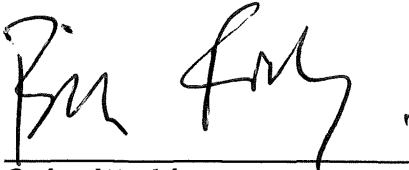
## **Relevant Policy Considerations**

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 – Youth Resources Niagara vs NRPS Basketball Game and BBQ



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (Event Name):**

Youth Resources Niagara vs Niagara Regional Police Service basketball game and BBQ

**B. Date of Event (YYYY-MM-DD):**

2025-08-26

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

Youth Resources Niagara Board.

**D. Brief Description of the Event:**

Detective Constable Sara Flowers, who is a current board member of Youth Resources Niagara (YRN), is organizing a charity basketball game and BBQ between volunteer members of the NRPS and YRN youth to facilitate a rapport building opportunity between NRPS and youth from the community. The event would be held on Tuesday, August 26, 2025, at the outdoor basketball court at YRN Pelham location, 214 Highway 20 East.

YRN is a non-profit, multi-faceted agency consisting of four residential homes including David S. Horne, Wagner, Genesis Group Home, and newly established Orchard House. YRN provides rehabilitative and supportive programs, mentors, systems, and safe protective environments that facilitate personal growth, change, accountability, and responsibility for youth with their families and communities. Most youth have come into their care due to homelessness, have come into contact with the legal system, or been placed in FACS care.

With the success of the charity basketball and BBQ event in the summer of 2024, facilitated by DC FLOWERS, Executive Director of YRN, Danielle HORODENCHUK expressed gratitude toward the NRPS and was delighted to have a second annual event in place for the youth.

Members of the NRPS often respond to calls for service to the aforementioned facilities on a weekly basis. The event allows officers in attendance to interact with program youth under positive circumstances that stands to foster positive rapport and relations with police.

Genesis Group Home, which houses 9 female youth year-round, is currently in need of extracurricular activities for the youth; namely, the need for exercise equipment to enhance the health and wellbeing of the youth. Any charitable contribution would be immensely appreciated and would directly impact the lives of the youth YRN serve.

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

Detective Constable Sara FLOWERS #9516  
Other members to be determined.

**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 event is reflective of several Objectives and Performance Metric outlined throughout Goal 2 of the Service's 2022-2025 Strategic Plan; namely, to strengthen relationships and continue to build trust with our community and foster youth engagement.

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 with Board By-Law 403-2024 Administration, Limitations and Guidelines of the Special Fund. Section 258(2) of the CSPA establishes that the Board has the sole authority for spending the proceeds from the sale of property, which lawfully comes into the possession of the Police Service. The Act stipulates that "The chief of police of a police service maintained by a police service board may cause the property to be sold, and the police service board may use the proceeds for any purpose that it considers in the public interest,

including a charitable donation." These funds do not form part of the police operating budget and are separate from the regional tax base.

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

Items	Amount
Exercise equipment for Genesis Group Home, food, refreshments, and costs associated to provide a BBQ.	\$1000.00
Total Amount Requested:	\$1000.00

**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):*

Niagara Regional Police Service, under the control of the Finance Unit.

**I.** Submitted by: Detective Constable Sara FLOWERS #9516

**J.** Immediate Supervisor Approval: Brian BLEICH #9046

**K.** Program Manager Approval: N.A.

**L.** Sponsored by *(Member of the Executive Leadership Team)*: Inspector Nilan Dave, Executive Officer to the Chief of Police

**M.** Date Submitted to Chief's Office: 2025/08/22

**N.** Chief's Approved ☒ or Denied ☐

**O.** Chief's Comments:

Click or tap here to enter text.



**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)*:

Click or tap here to enter text.

- 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*



## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Special Fund Requests - August 2025  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-08-07

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### Recommendation(s)

**That the Regional Municipality of Niagara Police Service Board (Board) authorizes Special Fund donations.**

### Key Facts

The purpose of this report is to seek the Board's approval for donations from the Special Fund for the following:

- Crime Stoppers of Niagara Golf Tournament \$1200.00
- Beyond the Blue Gala \$1500.00
- Pow Wow and Lacrosse Tournament \$3000.00
- Welland Mayor's Charity Event \$1400.00
- GNCC Niagara Economic Summit \$1424.00

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 in Appendix 1.

## **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.*



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### **Submitted by:**

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

## **Appendices**

Not applicable



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (Event Name):**

Crime Stoppers “Tee Off For Tips” Golf Tournament

**B. Date of Event (YYYY-MM-DD):**

2025-09-18

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

Crime Stoppers of Niagara

**D. Brief Description of the Event:**

The 9<sup>th</sup> Annual Crime Stoppers Golf Tournament will be held on Thursday, September 18, 2025, at Peninsula Lakes Golf Club in Fenwick. The Special Fund donation of \$1,200.00 will cover the cost of sponsoring the tournament through the registration of four golfers to participate.

These funds will contribute to a worthwhile community partner. Crime Stoppers of Niagara is a cooperative between citizens, media, and police designed to involve the community in the fight against crime. The program provides citizens with a means to supply police with information anonymously. Cash rewards are offered to persons who contact the program with information that could lead to the solving of crime and the arrests of offenders. This unique partnership helps maintain and improve the safety and quality of life within the Niagara Region. All funds raised in the 8<sup>th</sup> Annual Crime Stoppers Golf Tournament will be utilized by Crime Stoppers of Niagara and remain in the region.

In 2024, the Board supported Crime Stoppers of Niagara by authorizing a similar \$1000.00 donation for registration in the tournament.

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

To be determined, senior leaders and/or PSB members.

**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 relates 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 the raising of funds for Crime Stoppers of Niagara will have a positive impact on our local communities.

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

Items	Amount
Registration of four golfers	\$1200.00
Total Amount Requested:	\$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):*

Registration can be paid by cheque, payable to:

Crime Stoppers of Niagara  
198 Cushman Rd, St. Catharines, ON L2M 6T3

- I. Submitted by: Inspector Nilan Davé, #9260, Chief's Executive Officer
- J. Immediate Supervisor Approval: N.A.
- K. Program Manager Approval: N.A.
- L. Sponsored by (*Member of the Executive Leadership Team*): Chief Bill Fordy #9615
- M.
- N. Date Submitted to Chief's Office: August 7, 2025
- O. Chief's Approved ☒ or Denied ☐
- P. Chief's Comments:  
Click or tap here to enter text.

## 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*):

Click or tap here to enter text.

## 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*





# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (event name):**

Ontario Police Champions of Change Awards Gala

**B. Date of Event (YYYY-MM-DD):**

2025-09-04

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

Canada Beyond The Blue

**D. Brief Description of the Event:**

The Champions of Change Gala is intended to pay respects to those in our profession who have lost their lives to suicide, and to recognize those who are striving to reduce the stigma around mental health issues while championing mental health and wellness initiatives.

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

To be determined. Representatives from the Service, including Member Support and senior leadership, including the Chief or designate, attend.

**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):**

Canada Beyond the Blue (BTB) strives to promote mental health awareness, support, training, and education for service members and their families. As a national organization, Canada Beyond the Blue and its chapters continue to honour the mission of strengthening and supporting the well-being of police families.

In 2020, Niagara Beyond the Blue was created by Ms. Anna Talving, the spouse of one of our members. Ms. Talving has worked diligently to establish services and local resources to support police officers and their families within the Region of Niagara.

The BTB Champions of Change Awards Gala is held to acknowledge and celebrate police service members and community partners who are championing the advancement of mental health and well-being initiatives within their respective Police Service. The Gala recognizes those whose perseverance and advocacy embolden the advancement of initiatives that directly support ending the stigma around mental health issues in their workplace.

In addition to supporting the event financially, the purchase of a table at this event will allow the members and senior staff attending to represent the Niagara Regional Police Service, and strengthen the relationship with Canada Beyond the Blue, and Niagara Beyond the Blue.

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

Items	Amount
Ontario Police Champions of Change Awards Gala/Table Purchase	\$1500.00
Total Amount Requested:	\$1500.00

**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):*

"Canada Beyond The Blue"  
Care of: Dilnaz Garda  
121 Thatcher Crescent  
East Gwillimbury, ON  
L1N0B9

- I. Submitted by: Service Psychologist, Tiffany Hunt
- J. Immediate Supervisor Approval: N/A
- K. Program Manager Approval: N/A
- L. Sponsored by (*Member of the Executive Leadership Team*): Superintendent, Paul Koscinski
- M. Date Submitted to Chief's Office: 2025-07-22
- N. Chief's Approved ✓ or Denied ☐
- O. Chief's Comments:

**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)*:

Click or tap here to enter text.

- 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*



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event:**

The 11th Annual Nurturing Our Roots Traditional Pow Wow and the Dewa'ë:ö' Charity Lacrosse Tournament

**B. Date of Event (YYYY-MM-DD):**

2025-09-27

**C. Hosting Agency and Benefactor of the Event:**

Niagara Regional Native Centre - NRNC

**D. Brief Description of the Event:**

Two events, one historic day! Celebrating the Creator's Game (Lacrosse) and Pow Wow together. The Dewa'ë:ö' Charity Lacrosse Tournament and the 11th Annual Nurturing Our Roots Traditional Pow Wow — all happening at Butler's Barracks in NOTL. An experience of wooden stick lacrosse, traditional games, and the vibrant heartbeat of Pow Wow culture.

**E. Service Staff or Board Members Attending:**

Constable Mitch Dumont confirmed. An invite to be sent out service wide for anyone wishing to attend.

**F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness)**

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

These events celebrate Indigenous culture, and traditions, while providing vital spaces for community connection, education, and healing. Supporting these events recognizes the value of Indigenous voices and revitalization of culture.

This program also aligns with an objective within the 2022-2025 Strategic Plan inclusive of Goal 2: Community Engagement and Collaboration – Objective 1.0 To strengthen relationships and continue to build trust with our community – 1.4 Enhance relationships with the Indigenous community

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

Items	Amount
Discretion of NRNC	\$3000.00
Assist with assist with Honoraria for Elders, Drummers & Dancers, Travel and Accommodation, Event Infrastructure, Cultural Materials	
Total Amount Requested:	\$3000.00

**H. Funds will be disbursed by:**

If approved, please provide the cheque payable in the amount of \$3000.00 to:

Niagara Regional Native Centre  
382 Airport Road  
Niagara on the Lake ON  
L0S 1J0

**I. Submitted by:** Cst. Mitch Dumont #9595- Indigenous Liaison Unit

**J. Immediate Supervisor Approval:** Staff Sergeant Jeff Bootsma #9283

**K. Program Manager Approval:** Inspector Rob LaPlante #9069

**L.** Sponsored by (*Member of the Executive Leadership Team*): Chief Bill Fordy #9615

**M.** Date Submitted to Chief's Office: 2025/07/28

**N.** Chief's Approved ✓ or Denied ☐

**O.** Chief's Comments:

Click or tap here to enter text.

**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*):

Click or tap here to enter text.

**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*



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**  
*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (Event Name):**

Welland Mayors Charity Event

**B. Date of Event (YYYY-MM-DD):**

2025-09-05

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

Host – Welland Mayor's Office

Benefactors - Niagara Nutrition Partners, Education Foundation of Niagara, and Niagara Foundation for Catholic Education.

**D. Brief Description of the Event:**

Welland Mayor Frank Champion's Charity Event will take place on Friday, September 5, 2025, at the Welland International Flatwater Centre. The "Flatwater 54 A Night At The Disco" event will support Niagara Nutrition Partners, Education Foundation of Niagara, and Niagara Foundation for Catholic Education.

**Niagara Nutrition Partners** is a Region-wide initiative providing co-ordinated nutrition programs in elementary and secondary schools, as well as community-based programs. Niagara Nutrition Partners is able to offer support to nutritional programs through provincial grant programs and local fundraising efforts.

**Education Foundation of Niagara** supports over 38,000 Elementary and Secondary District School Board of Niagara students by engaging the community to provide needed funds and resources where government funding is not available. Through support of their donors, an immediate impact is made on the lives of students – whether it's through helping with basic necessities, through providing scholarship, or by enhancing their learning environment.



**Niagara Foundation for Catholic Education** provides financial support for a variety of needs for students enrolled in current programs and services within the elementary and secondary schools of Niagara Catholic District School Board. Available funds raised may be used for a number of purposes to assist in meeting the challenges faced by many students today.

The event will include entertainment and catered food.

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

To be determined, including senior leaders.

**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 relates 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 the raising of funds for causes that are key to assisting our communities has a positive impact and relationship building effect.

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

Items	Amount
8 tickets	\$1400.00
Total Amount Requested:	\$1400.00

- 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):*

Registration can be paid by cheque, payable to:

City of Welland Mayor’s Office  
60 East Main Street, Welland, Ontario L3B 3X4

- I.** Submitted by: Inspector Nilan Davé, #9260, Chief’s Executive Officer
- J.** Immediate Supervisor Approval: N.A.
- K.** Program Manager Approval: N.A.
- L.** Sponsored by *(Member of the Executive Leadership Team)*: Chief Bill Fordy #9615
- M.**
- N.** Date Submitted to Chief’s Office: August 7, 2025
- O.** Chief’s Approved ✓ or Denied ☐
- P.** Chief’s Comments:

Click or tap here to enter text.

## **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)*:

Click or tap here to enter text.

- 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*



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (Event Name):**

Greater Niagara Chamber of Commerce 2025 Economic Summit

**B. Date of Event (YYYY-MM-DD):**

2025-10-30

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

Greater Niagara Chamber of Commerce

**D. Brief Description of the Event:**

The theme of this year's Niagara Economic Summit is Navigating Global Shifts: Niagara's Moment to Lead.

In a time of change, this year's Niagara Economic Summit will ask how we'll navigate these currents, how we master them and take the lead. Attending will be the region's business, government, and non-profit leaders, with experts and trusted voices at the region's premier economic forum to define how Niagara can adapt and thrive in an era of global change.

Questions abound over trade, supply chains, the workforce, innovation, infrastructure and more. This is an invitation to engage, challenge, and shape that conversation.

The 2025 Summit will look at these key themes: Supply Chain Sovereignty, Innovation & Infrastructure for Economic Security, Labour and Talent, and Cross- Border Trade in an Age of Uncertainty.

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

To be determined, senior leaders and/or PSB members.

**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 relates to the 2022-2025 Strategic Plan Goal #2 "Community Engagement and Collaboration", Objective 1,0: "To Strengthen relationships and build trust with our community."

Attending the GNCC Economic Summit reflects our commitment to the community in all aspects, including partnership and collaboration with community organizations contributing to make Niagara a leader in all areas.

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

Items	Amount
Table of 8	\$1424
Total Amount Requested:	\$1424.00

**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):**

Issued to Niagara Regional Police under control of the Finance Unit

**I.** Submitted by: Inspector Nilan Davé, #9260, Chief's Executive Officer

**J.** Immediate Supervisor Approval: N.A.

**K.** Program Manager Approval: N.A.

**L.** Sponsored by (*Member of the Executive Leadership Team*): Chief Bill Fordy #9615

**M.**

**N.** Date Submitted to Chief's Office: August 8, 2025

**O.** Chief's Approved ☒ or Denied ☐

**P.** Chief's Comments:

Click or tap here to enter text.

## **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*):

Click or tap here to enter text.

**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*



## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Special Fund Requests  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-09-18

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### Recommendation(s)

**That the Regional Municipality of Niagara Police Service Board authorizes Special Fund donations.**

### Key Facts

The purpose of this report is to seek the Board's approval for donations from the Special Fund for the following:

- Big Brothers Big Sisters of Niagara Golf for Kids Sake \$1,450.00
- Heartland Forest Nature Experience Pumpkin Fest \$1000.00

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

This Special Fund request is submitted to the Police Service Board with a detailed report for each in Appendix 1.



## **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 Todd Waselovich, Acting Chief of Police.*

T. WASELOVICH

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### **Submitted by:**

Todd Waselovich #9660  
Acting Chief of Police

## **Appendices**

Not applicable



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (Event Name):**

2025 Big Brothers Big Sisters of Niagara Golf for Kids Sake

**B. Date of Event (YYYY-MM-DD):**

2025-10-06

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

Host: Big Brothers Big Sisters of Niagara

Benefactor: Big Brothers Big Sisters of Niagara

**D. Brief Description of the Event:**

The Golf for Kids Sake Tournament will take place at the Bridgewater Country Club in Fort Erie on Monday, October 6, 2025. A Special Fund donation of \$1450.00 will cover the cost of a foursome of golfers at the tournament.

Big Brothers Big Sisters of Niagara has been hosting a charity golf tournament for several years to bring together individuals and businesses committed to making a positive impact on the lives of young people.

These funds will contribute to the annual event led by Big Brothers Big Sisters of Niagara that supports our community.

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

To be determined, senior leaders and/or PSB members.

- 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 relates 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 the raising of funds for Big Brothers Big Sisters of Niagara golf tournament, will have a positive impact on our local communities.

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

Items	Amount
Foursome	\$1450.00
Total Amount Requested:	\$1450.00

- 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):*

Registration can be paid by cheque, payable to:

Big Brothers Big Sisters of Niagara

- I. Submitted by: Inspector Lynda Hughes, #9196, Chief's Executive Officer
- J. Immediate Supervisor Approval: N.A.
- K. Program Manager Approval: N.A.
- L. Sponsored by (*Member of the Executive Leadership Team*): Bill Fordy #9615, Chief of Police.
- M.
- N. Date Submitted to Chief's Office: September 9, 2025
- O. Chief's Approved ☐ or Denied ☐
- P. Chief's Comments:

Click or tap here to enter text.

## 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*):

Click or tap here to enter text.

## 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*



# NIAGARA REGIONAL POLICE SERVICE

## Appendix 1

### Special Fund Request

**Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command**

*(Please limit to two pages per Special Fund Request)*

**1. Request for Funding (Sections A-O):**

**A. Event (*Event Name*):**

2025 Heartland Forest Nature Experience Annual Pumpkin-Fest community event

**B. Date of Event (*YYYY-MM-DD*):**

2025-10-24 and 2025-10-25

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

Host and Benefactor: Heartland Forest Nature Experience -

**D. Brief Description of the Event:**

On October 24th and 25th Heartland Forest Nature Experience will host their annual PumpkinFest Celebration with 100% of the funds raised directed to their stewardship and work experience programs. Pumpkin Fest provides special memories for families in the Region. Activities include Tootsie Express train rides, a 'passport' full of fun activities, on-site mini-putt, playground and nature walks, all in an accessible setting. The event features the Trail of Treats where children – of all abilities – can safely walk Heartland's trails, passing through the haunted tree house, while they collect treats.

The event welcomes families living with autism, Down syndrome and other developmental disabilities as well as regional day programs for adults with intellectual and developmental disabilities.

The stewardship program helps to protect 93 acres of provincially significant wetland. The Heartland Forest accessibility program provides young adults with intellectual and

developmental disabilities an opportunity to be engaged in meaningful and structured activities. This is all possible because of their volunteers and donors.

This event has been supported by the Board in 2018, 2019, 2022, 2023 and 2024.

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

To be determined. Historically, Sergeant Derek Watson has volunteered for the last ten years.

**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 relates 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 the Heartland Forest Nature Experience Annual Pumpkin-Fest community event has a positive impact on our local communities.

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

Items	Amount
Donation/sponsorship	\$1000.00
Total Amount Requested:	\$1000.00

- 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):*

Registration can be paid by cheque, payable to:

Heartland Forest  
8215 Heartland Forest Road, Niagara Falls, ON  
L2H 0L5

- I.** Submitted by: Inspector Nilan Davé, Chief’s Executive Officer
- J.** Immediate Supervisor Approval: N.A.
- K.** Program Manager Approval: N.A.
- L.** Sponsored by *(Member of the Executive Leadership Team)*: Todd Waselovich #9660, Acting Chief of Police.
- M.**
- N.** Date Submitted to Chief’s Office: September 18, 2025
- O.** Chief’s Approved ☐ or Denied ☐
- P.** Chief’s Comments:

Click or tap here to enter text.

**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)*:

Click or tap here to enter text.

- 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*



## INTERNAL CORRESPONDENCE

**To:** Chair and Members

**From:** Deb Reid

**Dept:** Niagara Police Service Board

**Dept:** Executive Director  
Niagara Police Service Board

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**Date:** August 21, 2025

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**Re: Police Service Board – Operating Budget for 2026**

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**Purpose:**

The purpose of this report is to propose a 2026 operating budget that will ensure the Police Service Board, with the support of its Administrative Office, is able to continue to discharge its statutory police governance and oversight responsibilities.

**Background Information:**

The Niagara Police Service Board is a statutory civilian body consisting of seven members responsible for governing and overseeing the Niagara Regional Police Service. The Board is committed to providing adequate and effective police services that align with community needs and expectations. This is achieved through policy development, compliance monitoring, priority setting, and consultation with stakeholders, including communication and consultation with the Chief of Police, as mandated by the Community Safety and Policing Act (CSPA).

The Board's authority, roles, and duties are outlined in Sections 37-39 of the CSPA, covering the provision of police services in Niagara Region's 12 municipalities. The Board is tasked with strategic and diversity planning to ensure the provision of adequate and effective policing across the Region. Key responsibilities include setting objectives and priorities for police services in consultation with the Chief of Police, establishing policies for the effective management of the police service, and recruiting and appointing the Chief and Deputy Chiefs of Police. Additionally, the Board determines their annual remuneration and working conditions, monitors the Chief's performance through annual reviews, monitors the Chief's handling of discipline within the police service, negotiates labour contracts with the Service's bargaining agents (Uniform, Civilian, and Senior Officers), and determines the annual operating and capital budgets for both the Board and the Niagara Regional Police Service.

**Discussion:**

The Niagara Regional Police Service is now preparing its draft operating budget for presentation to the Board and Regional Council. To comply with timelines, the Board's draft budget is being presented for review and final determination to allow it to be incorporated into the police service budget submission. The attached document presents the 2026 draft budget for the Police Service Board and provides a comparison to the 2025 approved budget. The proposed budget reflects a \$18,264 or 1.79% increase over last year's expenditures, which is below Regional budget guidelines. An explanation for each account is provided on the following pages.

### **Salaries – Board Members (Account 40001)**

Board Member remuneration rates increase annually at the same rate applied to Niagara Regional Councillors. This rate is based on the annual adjustment provided to the Region's Non-Union staff, as established by the Niagara Region. The Regional Clerk's office will notify the Police Service Board Executive Director of any annual increase to Councillor remuneration. Formal notification is expected in late October 2025 for any changes to the 2026 Board Member remuneration rates. A 2% increase has been included in the 2026 budget, based on last year's adjustment, and will be updated once formal notification is received.

### **Salaries – Board Staff (Account 40006)**

Board staff salaries are budgeted based on each employee's individual salary, in accordance with the terms outlined in their respective Employment Agreements as approved by the Board.

### **Other Payroll Related Costs – Benefits (Accounts 40146, 40149, 40152, 40158)**

These accounts have been set based on Niagara Regional Police Service and Niagara Region benefit guidelines. It is intended to reflect actual expenditures for employees, including benefit rates for Health, Dental, Life, ADD, LTD, OMERS and Statutory Benefits.

### **Consulting Services (Account 41013)**

The consulting service fees have been removed in the proposed budget as there is no work anticipated that would require the use of external consultants. This adjustment ensures that the budget accurately reflects the current operational needs and avoids allocating funds for services that are not expected to be utilized.

### **External Legal Expenses (Account 41040)**

This account reflects funds available for retaining legal services as required by the Board. These include collective bargaining related matters, as well as contested hearings for Human Rights applications and grievance arbitrations, Coroner's Inquests, and the Board's legal indemnification responsibilities. Legal expenses are the largest line item in the Police Service Board's budget, which represents approximately 43% of the Board's total annual operating budget. It is important to highlight that the Board is responsible to pay for all legal expenses of the Niagara Regional Police Service. This includes, Special Investigation Unit matters, which can have multiple police officers designated as subject and witness officers, and each officer requires legal representation. Specific details of the legal matters are provided to the Board in closed session by in-camera reports and cannot be released publicly pursuant to the Municipal Freedom of Information and Protection of Privacy Act. A confidential report from the Board Solicitor was provided to the Board with further details on these matters.

### **PSB Development - Conferences/Seminars/Training (Accounts 41137, 41140)**

This account allows members of the Board and staff the opportunity to attend the national, provincial, and local association conferences as well as seminars and workshops relating to police governance. It reflects the amount required for registration and attendance at conferences, including education and training requirements prescribed by the Ministry of the Solicitor General, related to the implementation of the Community Safety and Policing Act, 2019 (CSPA). This account ensures funding for all Board Members to complete mandatory training as prescribed by the Solicitor General and learning opportunities related to governance or policing that are necessary to perform their duties effectively.

**Office Supplies (Account 41261)**

This account represents expenditures for office supplies necessary for the operation of the Police Service Board's administrative office.

**Printing (Account 41273)**

This account represents the cost to print Board letterhead and envelopes, as well as costs associated with printing Board member framed photos, name plates and other signage as appropriate.

**Mileage Reimbursement (Account 41521)**

This account represents payment to Board members and staff for use of their own vehicle to travel on Police Service Board business. Travel by personal vehicle is reimbursed at the current kilometre rate as stipulated by the Niagara Region. This account reflects actual usage and no change is required.

**Travel Expenses (Account 41524)**

This account represents business travel associated with attendance at meetings, seminars, workshops, training sessions, or annual conferences relating to police governance. This account reflects actual usage and reimbursement of funds for Police Service Board travel as required by the Board.

**Mobile Communication (Account 41651)**

This account represents expenditures for telephone and mobile electronic communication devices as well as audio and video conferencing.

**Membership Fees & Dues (Account 41921)**

This account reflects actual expenditures anticipated in 2026 for Police Service Board membership in international, national, provincial, and local associations relating to police governance. It includes the International Association of Chiefs of Police (IACP), International Association of Women in Policing (IAWP), Canadian Association of Police Governance (CAPG), Ontario Association of Police Service Boards (OAPSB), OAPSB Zone 4, Ontario Association of Chiefs of Police (OACP), and Ontario Women in Law Enforcement (OWLE).

**Honoraria & Recognition (Account 41924)**

This account represents the current practice of recognizing retired employees for long service, and individuals and groups by presenting plaques or tokens of appreciation. It is based on the estimated number of retirees for the year 2025 and the recipients to be recognized at the police annual awards ceremony.

**Reference Materials (Account 44016)**

This account represents costs for learning resources to support police governance such as manuals, legislative materials as well as subscriptions to local news media outlets, police/board related publications, etc. The budget amount remains the same and no change is required.

**Materials & Supplies (Account 44160)**

This account represents expenditures that are used or consumed in the Board's business operations. It includes items such as food and beverages for Board meetings, petty cash disbursements, memorial contributions, etc.

**Office Furniture & Equipment (Account 52004)**

This account represents expenditures to cover the cost of technology and equipment required for Board members and staff usage of the electronic meeting management software solution (i.e. eSCRIBE) and any modular enhancements or subscription fee increases. The amount remains the same and includes any additional furniture or equipment that may be required for the Police Service Board office and its record storage area, including any costs for unexpected items that may require replacement.

**Lease Photocopier, Minor Equipment Repairs & Maintenance (Account 52025)**

This account represents the cost for leasing the Board's office photocopier/multi-functional device as well as any costs associated for the repair and maintenance of Board office equipment.

**Conclusion:**

In summary, the budget preparation process is conducted in consideration of the responsibilities and accountabilities of the Police Service Board under the provisions of the Community Safety and Policing Act. As legislated, the Police Service Board is responsible for providing adequate and effective police services in the Niagara Region, and is required to submit operating expenses that will show the amount that will be required to fund the operation of the Police Service Board.

The proposed 2026 operating budget reflects the cost of the operation of the Police Service Board to provide civilian governance and oversight of policing services in the Niagara Region and the 2026 budget is \$18,264 or 1.79% increase to the 2025 approved budget, which is below Regional budget guidelines. The proposed 2026 budget will ensure the Police Service Board, and its Administrative Office, are able to continue to discharge its statutory police governance and oversight responsibilities of policing services in Niagara Region, and prepare to comply with new provincial policing legislation and regulations as well as the associated impacts on police governance and the Board's operations in the coming year.

**Recommendation:**

**That the Board approve the proposed 2026 budget request for the operation of the Police Service Board in the amount of \$1,040,501 which is a \$18,264 or 1.79% increase over the 2025 approved budget;**

**And further, that the Board approve in principle a transfer of any remaining funds from the 2025 approved budgeted funds to the PSB Contingency Reserve Fund;**

**And further, that the report be amended for public disclosure and reported back on the Public Agenda.**



Deb Reid  
Executive Director

Encl.

**2025 Forecast and 2026 Proposed Budget  
Niagara Police Service Board (Cost Centre 49000)**

Account Number	Account Description	2025 Total Budget	June 2025 Year-To-Date Actuals	2025 Annual Forecast	2025 Budget vs. Forecast Variance	2026 Base Budget
40001	Salaries – Board Members	55,000	25,120	55,000	0	56,100
40006	Salaries – Board Staff	268,642	139,088	268,642	0	313,493
40146	Life, ADD & LTD	9,942	4,704	9,942	0	11,080
40149	Health & Dental	23,040	4,810	23,040	0	22,742
40152	OMERS	31,247	16,465	31,247	0	37,404
40158	Statutory Benefits	19,566	10,255	19,566	0	21,282
<b>Total Compensation</b>		<b>407,437</b>	<b>200,442</b>	<b>407,437</b>	<b>0</b>	<b>462,101</b>
<b>Other Expenses:</b>						
41013	Consulting Services	10,000	0	0	10,000	0
41040	External Legal Expenses	460,000	149,023	325,000	135,000	440,000
41137 41140	Board Member/Staff Development PSB Conferences, Training	40,000	20,780	30,000	10,000	40,000
41261	Office Supplies	3,000	522	3,000	0	3,000
41273	Printing Services	2,000	0	1,000	1,000	2,000
41521	Mileage – Reimbursement	10,000	2,839	10,000	0	10,000
41524	Travel Expenses	6,000	561	6,000	0	6,000
41651	Mobile Communication	2,000	189	1,200	800	2,000
41921	Membership Fees & Dues	25,000	20,180	22,000	3,000	25,000
41924	Honoraria and Recognition	20,000	3,912	10,000	10,000	15,000
44016	Reference Materials	600	245	600	0	600
44160	Materials & Supplies	10,000	2,634	8,600	1,400	10,000
52004	Office Furniture & Equipment	20,000	12,901	16,000	4,000	20,000
52025	Leases – Photocopiers	6,200	1,608	4,500	1,700	4,800
<b>Total Other Expenses</b>		<b>614,800</b>	<b>215,394</b>	<b>437,900</b>	<b>176,900</b>	<b>578,400</b>
<b>Net Expenditures</b>		<b>1,022,237</b>	<b>415,836</b>	<b>845,337</b>	<b>176,900</b>	<b>1,040,501</b>

Net Increase:	18,264
% Increase:	1.79%