



REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD PUBLIC AGENDA

Thursday, October 23, 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, September 25, 2025 6

That the Minutes of the Public Board Meeting held Thursday, September 25, 2025 be adopted as circulated.
 - 4.2 Minutes of the Public Finance Committee Meeting held Thursday, October 16, 2025 17

That the Minutes of the Public Finance Committee Meeting held Thursday, October 16, 2025 be adopted as circulated.
5. REPORTS FROM BOARD CHAIR
6. REPORTS FROM THE CHIEF OF POLICE
7. PRESENTATIONS
8. CONSENT AGENDA
 - 8.1 Solicitor General - Response to Police Service Board - Sustainable Funding for the NRPS and Improved Grant Structures 21

Letter dated October 10, 2025 from The Honourable Minister Michael Kerzner, Solicitor General, providing a response to the Board's concerns raised in their June 26, 2025 letter regarding sustainable funding for the Niagara Regional Police Service and the need for improvements to the provincial grant program structures.

8.2 Inspectorate of Policing (IoP) - Inspector General Memo 7 - Risk Based Compliance and Enforcement Framework and Advisory Bulletin 2.1 - Board and Committee Meetings 26

Correspondence dated September 25, 2025 from Ryan Teschner, Inspector General of Policing of Ontario, proving the IoP's Risk-Based Compliance and Enforcement Framework and IG Advisory Bulletin 2.1: Board and Committee Meetings summarizing CSPA requirements for Board meeting practices and compliance.

8.3 Senior Officers' Association (SOA) Board of Directors 44

Letter dated September 23, 2025 from SOA President Steve Magistrale advising of the composition of the SOA Board of Directors for the 2025-2026 term.

8.4 Employee and Family Assistance Program for NRPS - Contract Extension for TELUS Health 45

Service report dated September 25, 2025 advising that the Service has joined the Region in exercising its option to extend the contract with TELUS Health for the provision of an Employee and Family Assistance Program (EFAP) at a cost of \$31,475.88 for the period January 1 to December 31, 2026.

8.5 Quarterly Report - Brock University Campus Safety Services - July 1 to September 30, 2025 47

Report dated October 6, 2025 from Scott Johnstone, Vice President, Administration and Services, Brock University, providing a quarterly report about complaints, use of force, discipline and arrests associated to officers designated as Special Constables and employed with Brock University Campus Safety Services.

8.6 Quarterly Report - NRPS Authorized Strength as at October 1, 2025 50

Service report dated October 1, 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 Annual Report - Communications and Dispatch - January 1 to December 31, 2024 53

Service report dated October 1, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 471-2024.

That the information be received.

9. NEW BUSINESS

9.1 Revised - 2026 NRPS/PSB Operating Budget 64

Service report dated October 21, 2025 submitting a revised 2026 operating budget for the Niagara Regional Police Service and Board resulting in a total net expenditure budget before indirect allocations of \$236,319,452, which represents a 11.23% increase over the approved 2025 operating budget.

That the Board:

1. **Receive and approve the revised 2026 operating budget for the Niagara Regional Police Service (Service) and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$236,319,452.00, which represents a 11.23% increase over the approved 2025 operating budget; and**
2. **Submit the consolidated budget of the Service and Board to Niagara Regional Council (Council) for approval.**

9.2 Revised - 2026 Capital Budget and 9-Year Capital Forecast

225

Service report dated October 20, 2025 requesting the Board approve the revised 2026 Capital Budget and 9-Year Capital Forecast to accurately reconcile with the 2026 Capital Budget amount of \$6,795,580 as approved by the Board at its October 16, 2025 Finance Committee Meeting.

That the Board:

1. **Receive the revised 2026 Capital Budget of \$6,795,580.00 under Option 2;**
2. **Approve the revised 2026 Capital Budget and 9-Year Forecast Appendices 1-5 that align with the Option 2 request; and**
3. **Submit the revised 2026 Capital Budget of \$6,795,580.00 under Option 2 and the 9-Year Forecast to Regional Council for approval.**

9.3 RMON - Councillor Information Requests - Niagara Regional Service Budget

274

Letter dated September 26, 2025 advising of the Regional Councillor information requests made at the Budget Review Committee of the Whole Meeting held on September 4, 2025 specific to the NRPS budget presentation.

That the information requests made by Regional Councillors at the September 4, 2025 Budget Review Committee of the Whole meeting be referred to the Chief of Police for response as part of the Niagara Regional Police Service budget presentation to Regional Council.

9.4 Amended - 2026-2029 Strategic Plan - Niagara Regional Police Service

275

Service report dated October 19, 2025 requesting the Board approve the amended 2026-2029 Strategic Plan to include an Equity, Diversity, and Inclusion (EDI) component as per the Board's direction given at the September 25, 2025 Public Board Meeting.

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

9.5 Inspector General Advisory Bulletin 2.1 - Board and Committee Meetings and Governance Requirements

399

Correspondence dated October 16, 2025 from the Executive Director to advise that the Inspector General's Advisory Bulletin 2.1: Board and Committee Meetings has been reviewed, and providing recommended updates to the Board's Procedural By-law to ensure compliance with the Community Safety and Policing Act, 2019 and the Inspector General's recommendations.

That the information be received;

And further, that the Board approve the revised Procedural By-law 537-2025 as appended to the report.

9.6 Special Fund Request - Gillian's Place - Walk a Mile in Her Shoes

443

Service report dated October 10, 2025 requesting the Board approve the Special Fund request listed below. (*The item was pre-approved by the Board via e-poll on October 10, 2025 and is before the Board for ratification*).

1. Gillian's Place – Walk a Mile in Her Shoes – The Men's March to End Violence Against Women - \$1,000.

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

9.7 Special Fund Requests - October 2025

449

Service report dated October 7, 2025 requesting the Board approve the Special Fund requests listed below:

1. Gillian's Place Wrapped In Courage Pancake Breakfast - \$1,000;
2. A.B.L.E. - 33rd Annual Scholarship & Awards Gala - \$1,500;
3. Niagara Vanguard Roll-a-Thon - \$2,000;
4. Out of the Cold Program- \$2,000; and
5. Serving With Pride Gala and Awards Night- \$1,600.

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 Special Investigations Unit – Case Number 24-OCI-457 – Incident of October 25, 2024

467

Service report dated September 4, 2025 detailing the findings and action taken pertaining to the investigations undertaken by the Special Investigations Unit (SIU) and the Niagara Regional Police Service for the incident referenced below:

1. Case Number 24-OCI-457 – Incident of October 25, 2024.

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

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 and from vendors for contract awards, as well as legal matters that are subject to solicitor-client privilege.

13. ADJOURNMENT



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICE BOARD
PUBLIC MINUTES

Thursday, September 25, 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. Reid, Executive Director

NRPS MEMBERS:

Chief B. Fordy
Deputy Chief L. Greco, Support Services
Deputy Chief M. Lagrotteria, Community Services
A/Deputy Chief D. Forbes, 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 P. Koscinski, Executive Services
Superintendent J. Nesbit, Operational Services
Superintendent S. Parrent, Community Services
Superintendent S. Staniforth, Operational Support
A/Superintendent M. Hodges, Emergency Services
A/Superintendent M. Tripp, Investigative Services
Inspector N. Dave, Executive Officer to Chief of Police
Inspector L. Hughes, Professional Standards
D/Sergeant R. Aceti, Executive Officer to D/C Support Services
Constable M. Malachowski, 2 District CORE
Constable K. McLaren, 2 District CORE
H. Perez, Corporate Analyst
M. Asher, Manager, Office of Chief of Police
R. Audeh, Corporate Strategy and Innovation Manager
S. Sabourin, Corporate Communications Manager

OTHERS:

D. Tilley, Policing Service Advisor, Police Services Liaison Unit, Inspectorate of Policing
Chief Superintendent Dana Earley, Ontario Provincial Police
B. Fucile, Corporate Performance Specialist, Niagara Region
M. Henry, Data Analyst / Community Safety and Well Being, Niagara Region
S. Maddar, Associate Director, Niagara Region
J. Thompson, Program Manager, Community Safety and Well Being, Niagara Region

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 Hattiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississauga's of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The Regional Municipality of Niagara Police Service Board stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

3. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

There were no declarations of conflict or pecuniary interest.

4. ADOPTION OF MINUTES

4.1 Minutes of the Public Board Meeting held Thursday, July 24, 2025

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

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

Carried

5. REPORTS FROM BOARD CHAIR

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

Welland Mayor's Charity Event - On September 5, the Board and Service participated in a charity event hosted by the Mayor of Welland. The Board was proud to sponsor the event, with proceeds benefiting Niagara Nutrition Partners, Education Foundation of Niagara, and Niagara Foundation for Catholic Education. Chair Chiocchio, Chief Fordy, Deputy Chief Lagrotteria, Superintendent Parrent were in attendance.

CAPG Webinar Sessions - The Canadian Association of Police Governance hosts monthly webinars as part of their educational strategy to keep Police Boards and Police Executives across Canada apprised of issues currently affecting the policing community. A webinar was held on September 16 for discussions on the relationship between a governance board and police leadership. The next webinar is being held today at 12:00 pm for discussions on the ISN's and police diversity associations for recruitment, retention and community outreach. Recorded copies of all webinars are sent to Board Members for their viewing.

IAWP Annual Training Conference - The International Association of Women Police hosted its Annual Training Conference from September 8 - 12 in Glasgow, Scotland. Vice Chair Kapisavanhu and Director Reid joined members of this Service and those from more than 40 countries and affiliate organizations at the conference to participate in information and training sessions that related to policing issues and challenges nationwide.

Ontario Association of Police Service Boards – Training Sessions and Discussion Groups

- Recently, the Ontario Association of Police Service Boards announced that it will be expanding its online training and discussion groups on topics specific to police board governance. The first training session was held on September 8 titled “Critical Thinking in Police Governance” for insight into personal and professional critical thinking skills for police governance issues. An encore session will be held on October 6. Board Members are encouraged to attend these sessions.

OACP/OAPSB Zone 4 Meeting - On September 10, the Ontario Association of Police Service Boards held their Zone 4 Quarterly Meeting in Woodstock. Zone 4 consists of a total of 14 Police Service Boards, including municipal and OPP Contract Boards or First Nations police governance bodies that are located within the regions or counties of Brant, Haldimand, Halton, Hamilton, Niagara, Norfolk and Oxford. These quarterly engagements allow Boards within a certain geographic area to meet for the purpose of discussing matters related to police governance. Member Lawson attended the meeting on behalf of the Board.

NRPS EDI Unit - Indigenous Reflections Learning Event - On September 22, the Service's Equity Diversity & Inclusion Unit hosted an Indigenous Reflections Learning Event in the Community Room at Police Headquarters. The session explored Indigenous cultural teachings, the journey toward Truth and Reconciliation and stories that honour Indigenous perspectives. Chair Chiocchio, Member McKendrick and Executive Assistant Cichocki were in attendance.

Victims And Survivors' Symposium - Peel Regional Police - On September 23, the Peel Police Service Board and Peel Regional Police Service held its inaugural Victims and Survivors Symposium. The event brought together victims, survivors, justice sector leaders, and community advocates to discuss the impacts of violent offenders and systemic issues within Canada's bail system to seek and generate momentum for meaningful reform and stronger public safety outcomes. Chair Chiocchio, Vice Chair Kapisavanhu and Director Reid were in attendance.

Canadian Police and Peace Officers Memorial Service - On September 28, members of the Board and Service will be attending the Canadian Police and Peace Officers Memorial Service at Parliament Hill in Ottawa. This important event is held annually to unite police, and the families and friends of officers, for the opportunity to pay tribute to our Canadian police officers who have lost their lives in the line of duty.

Building Bridges - Evidence Based Policing Conference - On October 9 and 10, the Canadian Society of Evidence Based Policing will be presenting the “Building Bridges Evidence-Based Policing Conference” at the Blue Mountain Conference Centre. The event is being co-hosted and supported by the Canadian Association of Police Governance, the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, the Global Society of Evidence Based Policing, and police services from Barrie; Durham; London; Waterloo and West Vancouver. This year's conference will bring together over 250 attendees to explore topics relating to Crime Prevention, Technology Use Practices and Policies, Occupational Wellness, Quality Care for People Experiencing Crises, Enhanced Diversity in Policing, Pathways to Police Reform and various other topics that are relevant to the policing community. Chair Chiocchio, Vice Chair Kapisavanhu, Members McKendrick and Lawson and Director Reid will be attending the conference. Deputy Chief Lagrotteria and NRPS staff will also be attending on behalf of the Service.

CAPG Executive Director/Chair/ Quarterly Meeting - On October 21, Chair Chiocchio and Director Reid will be attending a Canadian Association of Police Governance Executive Director and Chairs Quarterly Meeting. These quarterly meetings are held virtually and are designed to facilitate discussions about common issues related to police service boards, commissions, advisory boards and to share ideas about best practice approaches.

CAPG - Paul Brandt Keynote "Not In My City" - Member Lawson spoke about the keynote address from Paul Brandt, at the CAPG Conference in Victoria. She encouraged all members and the public to take a free e-learning course online by visiting the Not In My City website at <https://notinmycity.ca/learn/> to learn about the signs of human trafficking and how to report it.

Upcoming Police Service Board Meetings - A Finance Committee meeting is scheduled for Thursday, October 16, to review and consider the Niagara Regional Police Service 2026 Operating and Capital Budgets. The next regular monthly Board meeting is scheduled for Thursday, October 23, 2025. Both meetings are being held in the Community Room at Police Headquarters and will begin at 9:30 am.

6. REPORTS FROM THE CHIEF OF POLICE

Community Safety:

Traffic Initiatives - The Service continues to see an increase in fatal motor vehicle collisions on Niagara's roadways with an unprecedented 33 so far this year. The Traffic Reconstruction Unit continues to work diligently investigating these life changing tragedies. NRPS officers continue to promote and enforce road safety including speed reduction measures, seatbelt checks and RIDE checks.

August 7, 2025 – The Service saw the arrest of an individual for sexual offences against 20 young people, ages 8 to 17, with over 100 charges laid. This followed an extensive investigation led by the Sexual Assault Unit with assistance from the Child Abuse Unit (CAU), Internet Child Exploitation (ICE) Unit, Homicide Unit, Centralized Fraud Unit and Uniform officers. This is just one of many examples of the cohesion, coordination and dedication of members supporting vulnerable individuals and advancing prosecutions to the courts.

August 5, 2025 – Chief Fordy had opportunity to do a “Ride-along” in 1 District, getting a first-hand look at what NRPS frontline officers do each and every day to keep Niagara's communities safe. Chief Fordy was reminded of what an incredible job officers do in often difficult circumstances.

August 10 – 13, 2025 – Chief Fordy and Deputy Chief Lagrotteria attended the Canadian Association of Chiefs of Police Conference and dialogued and conferred with colleagues from across the nation on policing issues affecting all.

September 2, 2025 – The Service held its annual Back-to-School Traffic Safety and Awareness Day with officers of all ranks conducting traffic safety throughout the region. Police were visible throughout communities reminding drivers that young people are in school again and to always be cautious and careful while driving on roadways.

September 4, 2025 - Service executives attended Regional Council to provide an overview of the pressures and service delivery model. Police staff provided insights and information relevant to the upcoming budget process.

September 5, 2025 - Senior staff and Chair Chiocchio attended Mayor Campion's Annual Charity Event in Welland to support the Education Foundation of Niagara.

September 5 & 6, 2025 - The inaugural Misty City Music Festival took place at the Fallsview Event Grounds at the Niagara Falls Convention Centre. Front-line officers managed the event with approximately 15,000 attendees.

September 8 – 12, 2025 - Members of the Service attended the International Association of Women in Policing Training Conference. The conference offered opportunities for enhancing knowledge, skills and leadership.

September 16 – 20, 2025 - The International Plowing Match and Rural Expo took place at the Niagara West Agricultural Society grounds in the Grimsby area with over 70,000 people in attendance. Members from 8 District took the lead in ensuring a safe event.

Grape and Wine Festival - This annual festival is underway with the event culminating this weekend around Montebello Park in St Catharines. As in years past, the Service has worked with the organizers to ensure the event is enjoyed by all.

Community Engagement:

July 29, 2025 – Members of the Service's Executive Team attended a Recruit Graduation to welcome 14 new recruits and 2 currently serving officers.

August 3, 2025 - EDI Unit and CORE members attended the Niagara Fiesta Extravaganza at Fireman's Park in Niagara Falls to celebrate Filipino culture and heritage.

August 6, 2025 - Members of the EDI Unit and Indigenous Liaison Officer Frank Elia attended the EJ Freeland Summer Camp in Fort Erie to present to 5 different age groups on topics including cyber safety, bullying, and drug and alcohol use.

August 7, 2025 – Members of the EDI Unit attended the Niagara Falls Library to meet with newcomers and discuss tenant rights and responsibilities, hate crimes, frauds, and scams.

August 21, 2025 – The Service held a Youth in Policing Initiative (YIPI) graduation for 7 graduates at police headquarters. This program sees youth engaging and working with our officers, learning many facets of the profession and working with various community organizations. Among their involvement in numerous activities, this group of exemplary young people helped in raising \$1,200 for the YMCA, assisted with the Service's "Lock It or Lose It" campaign in parking lots across the region and helped with presentations at camps and daycares.

August 23, 2025 - Members of the EDI Unit, alongside Sergeant Derek Watson of the Recruiting Unit and 1 District CORE officers, attended Brock University for the Future Black Female Youth Summer Games. Chief Fordy acknowledged the Board for their donation to support this event through the use of the Special Funds.

August 26, 2025 – Service members attended a basketball game between the NRPS members and Youth Resource Niagara. The event was organized by Constable Sarah Flowers with Inspectors Dave Gomez and Chris Sirie and Staff Sergeant Bleich in attendance to show support. The Service acknowledges and thanks the Board for their approval of a Special Fund request that helped purchase gym equipment for the organization.

August 28, 2025 – Members of the EDI Unit were in attendance at Bridges Niagara for a "Back to School Health and Safety Workshop". Members engaged with school-aged youth and also provided a police cruiser demonstration.

September 4, 2025 – Members of the EDI Unit attended Niagara College campuses in Niagara on the Lake and Welland for their student orientation fairs, which included many international students. Police met with new students to discuss the services offered by the EDI Unit and the NRPS in general. They also handed out materials on hate crimes, auto theft and the "Garage 529" bike theft prevention program.

September 9, 2025 – Service members were in attendance with Mayor Diodati for the opening of the 2025 North American Association of State and Provincial Lotteries ("NASPL") Conference. Hundreds of delegates attended the Niagara Falls Convention Center and the NRPS Honour Guard and Piper represented the Service during the opening ceremonies.

September 12, 2025 - Members from the EDI and Traffic Units presented at the Peace Mosque in Niagara Falls. Information was provided on traffic safety and a discussion was held regarding traffic offences, processes and general policing.

September 15, 2025 - The EDI Unit was at the St. Catharines Public Library and presented to 30 newcomers to Canada. Information in an interactive setting was provided on how to recognize a hate crime, avoid being victims of fraud, and on tenant rights and traffic safety.

September 16, 2025 - The Service continued its long-standing partnership with Special Olympics and the Law Enforcement Torch Run hosting "Badges on the Border". Members, including Sergeant Aaron Gross, the NDC (Niagara Detention Center), Niagara Parks Police and CBSA were on hand. The event was led by the NRP Honour Guard and Piper as participants walked to the international line on the Rainbow Bridge to meet up with US counterparts from Law Enforcement and Special Olympics. Athletes from each side lit the cauldron to celebrate the Flame of Hope in support of inclusion for all.

September 18, 2025 - The NRPS Tug of War team competed in the United Way Campaign Kickoff Fire Truck Pull.

September 18, 2025 - Service members attended the March Past at Ontario Police College, including 5 new recruits who began their post OPC training.

September 22, 2025 - The Service hosted an Indigenous Reflections event in the Community Room at police headquarters. The event was led by The Service's Community Inclusion Council member Willow Shawnoo with Jason Shawna from the Niagara Peninsula Aboriginal Area Management Board. The Service will be participating in many events in the coming week, including a flag raising at police headquarters and attendance at the Fort Erie Native Friendship Center on September 30.

September 28, 2025 - Members of the Service will be travelling to Ottawa for the Canadian Police and Peace Officers' Memorial Service on Parliament Hill. Approximately 100 members of the Service will be in attendance to honour the fallen officers and their families, including Chief Fordy, Deputies Greco, Lagrotteria and Waselovich and Board Members.

Member Wellness:

September 24, 2025 - Sincere thanks are extended to the Benevolent Fund Members for holding a barbecue fundraiser. The Benevolent Fund provides aid to members and their families who are facing life-threatening illnesses. The Benevolent Fund is run by members of the Service and is committed to "Members Helping Members".

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.

Moved by: N. Kapisavanhu

Seconded by: J. Lawson

That the presentation be received.

Carried

7.2 2026-2029 Strategic Plan - Niagara Regional Police Service

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.)*

Moved by: T. McKendrick

Seconded by: K. Gibson

That the Board receive the presentation;

And further, that the 2026-2029 Strategic Plan be directed back to the Service for inclusion of an Equity, Diversity and Inclusion (EDI) component and that the Plan be reported back to the Board for approval.

Carried

8. CONSENT AGENDA

8.1 Inspectorate of Policing - Inspector General Memo No. 6 - 2024 Annual Report

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

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

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

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

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

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

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

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

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

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

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.

Moved by: L. Ip

Seconded by: N. Kapisavanhu

That the information be received.

Carried

9. NEW BUSINESS

9.1 Access to Closed-Circuit Television Cameras Agreement

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.

Moved by: J. Lawson

Seconded by: T. McKendrick

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.

Carried

9.2 Firing Range Use by Partner Services - Memorandum of Understanding

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.

Moved by: B. Steele

Seconded by: K. Gibson

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.

Carried

9.3 Creation of Memorial and Sculpture - "Because of the Line of Duty"

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.

Moved by: L. Ip

Seconded by: J. Lawson

That the report be referred back to the Chief for inclusion of total costs associated with the creation of a memorial and sculpture for fallen Niagara Regional Police Service members for Board approval.

Carried

9.4 Police Service Board – 2026 Proposed Meeting Schedule

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.

Moved by: N. Kapisavanhu

Seconded by: T. McKendrick

That the Board approve the Niagara Police Service Board 2026 Schedule of Regular Board and Committee Meetings as presented.

Carried

9.5 Police Service Board By-law - Policing Complaints Received from the Inspector General

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.

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

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

9.6 Police Service Board By-law Revisions - Imposition of Charges for Police Services

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 *Child, Youth and Family Services Act, 2017* (CYFSA); the *Intercountry Adoption Act, 1998* (IAA) and O. Reg. 347/18 of the *Police Record Checks Reform Act, 2015* (PRCRA), and including a request regarding the annual inflationary index.

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

That the Board approve the revised "Schedule A" of its Imposition of Charges for Police Services By-law as appended to the report;

And further, that an annual inflationary index be applied to maintain alignment with the cost of labour and supplies.

Carried

9.7 Special Fund Request - Youth Resources Niagara

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.

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

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

Carried

9.8 Special Fund Requests - August 2025

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.

Moved by: B. Steele

Seconded by: K. Gibson

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

Carried

9.9 Special Fund Requests - September 2025

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.

Moved by: N. Kapisavanhu

Seconded by: L. Ip

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

Carried

10. OTHER NEW BUSINESS

10.1 PSB Delegation Request

Board Solicitor W. McKaig advised the Board that there was a person in the audience who has indicated they wish to address the Board. This is the same person who made a prior request which the Board deferred until the conclusion of a litigation involving this person and a Service member. Mr. McKaig informed the Board that his advice remains the same as it was when he was consulted on their original request, namely that the presentation should be deferred until the conclusion of the litigation. He does not know what this person intends to say, but from their original request, it appears there is overlap between the issues in the litigation and their presentation. In addition, the Board's Procedural By-law specifies the rules required for delegation status. Mr. McKaig recommended the Board not hear from this person at this time until the litigation matters are concluded.

Chair Chiocchio stated that the original request to present was deferred by the Board. This decision was made in consultation with legal counsel and stands until the Human Rights Tribunal matter is fully concluded. He advised that the Board will not be hearing a delegation from the person at this time.

11. IN CAMERA REPORTS

11.1 Police Service Board – Operating Budget for 2026

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.

The Board directed that future Police Service Board annual operating budget submissions include prior year-end actual to budget comparison.

Moved by: J. Lawson
Seconded by: B. Steele

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

Carried

12. MOTION FOR CLOSED SESSION

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

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

Carried

13. ADJOURNMENT

The Public Meeting adjourned at 11:43 am.

Pat Chiocchio, Chair

Deb Reid, Executive Director



REGIONAL MUNICIPALITY OF NIAGARA

POLICE SERVICE BOARD

FINANCE COMMITTEE PUBLIC MINUTES

Thursday, October 16, 2025

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

PSB MEMBERS:

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

D. Reid, Executive Director

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. Forbes, Emergency Service
Superintendent P. Koscinski, Executive Services
Superintendent D. Masotti, Emergency Investigative Services
Superintendent S. Parrent, Community Services
A/Superintendent C. Sirie, Operational Support
D/Sergeant N. Abbott, Executive Officer to D/C Operational Services
D/Sergeant R. Aceti, Executive Officer to D/C Support Services
H. Perez, Corporate Analyst
M. Asher, Manager, Office of the Chief of Police
R. Audeh, Corporate Strategy and Innovation Manager
S. Sabourin, Corporate Communications Manager
C. Woods, Finance Manager
C. Custers, Financial Analyst
A. Ware, Financial Analyst

OTHERS:

D. Tilley, Policing Service Advisor, Police Services Liaison Unit, Inspectorate of Policing

1. CALL TO ORDER

The Public Finance Committee 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 Services Board stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

3. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

There were no declarations of conflict or pecuniary interest.

4. PRESENTATIONS

The 2026 Proposed Operating and Capital Budget Workshop presentation was included and discussed under New Business Items 5.1 and 5.3.

5. NEW BUSINESS

5.1 2026 Proposed Operating Budget

Service report dated October 6, 2025 presenting the Service's recommendations for the 2026 Operating Budget, which includes a base budget increase of 8.6% (8.1% inflationary adjustment and 0.5% for the capital financing strategy). The report provides two options for the Board's consideration regarding proposed program changes, resulting in a final budget of either \$241,361,974 (13.6% increase) or \$239,561,511 (12.8% increase).

Moved by: P. Chiocchio
Seconded by: J. Lawson

That the Board receive the report and refer the proposed 2026 operating budget for the Niagara Regional Police Service and Board, as presented in Option 2, back to the Chief of Police for further consideration of budget reductions as directed by the Board;

And further, that the revised operating budget be submitted to the Board for consideration at its meeting on October 23, 2025.

Carried

5.2 Capital Project Close Out Report for the Year 2025

Service report dated October 1, 2025 requesting Board approval to close completed capital projects and return the balance of the funds to their original source to facilitate the development of future funding strategies.

Moved by: J. Lawson

Seconded by: T. McKendrick

That the Board approve the closure of the identified completed capital projects and the transfer of funds to the Police Capital Levy Reserve in the amount of \$56,114.89.

Carried

5.3 Capital Budget and 9-Year Capital Forecast - Budget Year 2026

Service report dated October 7, 2025 providing the 2026 Police Service Capital Budget and 9-Year Capital Forecast, which includes two options for the Board to consider when determining the final capital budget amount.

Moved by: B. Steele

Seconded by: P. Chiocchio

That, subject to approval by Regional Council of the consolidated Capital Budget, the Board receives the 2026 Capital Budget and Forecast Report and approves:

- a. **A 2026 Capital Budget of \$6,795,580 that excludes the Body Worn Camera capital project.**
- b. **That financing be initiated from the following reserve funds:**
 - i. **Police Capital Levy Reserve in the amount of \$2,978,080;**
 - ii. **Police Vehicles and Equipment Reserve Fund in the amount of \$1,721,500.00;**
 - iii. **Region Capital Levy Reserve in the amount of \$2,096,000.00;**

And further, that the 9-Year Capital Forecast be received as a guideline for the development of future capital budgets.

Carried

6. OTHER NEW BUSINESS

6.1 Assessment Growth

Member Steele inquired about the amount allotted to the Service from Niagara Region for assessment growth. Ms. Rullo advised that the Service was not allotted any portion of the assessment growth funds in the 2026 budget. This matter will be raised at Regional Council by Member Steele to ensure the Service receives an appropriate share of assessment growth.

7. ADJOURNMENT

The Public Finance Meeting adjourned at 12:22 pm.

Laura Ip, Chair

Deb Reid, Executive Director

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
Toronto ON M7A 1Y6
Tel: 416 326-5000
Toll Free: 1 866 517-0571
Minister.SOLGEN@ontario.ca

Solliciteur général

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Sans frais : 1 866 517-0571
Minister.SOLGEN@ontario.ca



132-2025-2559

By email

October 10, 2025

Pat Chiocchio

Chair

Regional Municipality of Niagara Police Service Board

5700 Valley Way

Niagara Falls ON L2E 1X8

Pat.Chiocchio@niagararegion.ca

Dear Chair Chiocchio:

Thank you for your correspondence regarding funding sustainability for the Niagara Regional Police Service and improvements to the structure and administration of provincial grant programs. As Solicitor General of Ontario, I appreciate the opportunity to respond.

Protecting Ontario and ensuring the safety and well-being of our communities remains the top priority for our government. The Ministry of the Solicitor General is committed to providing frontline police and their partners with the training, tools and resources they need to do their jobs safely and effectively. We recognize the important role that police services play in working collaboratively with municipal and community partners to ensure the safety and well-being of all who call our province home.

The ministry offers several community safety grant programs primarily available to police services and boards, in collaboration with local partners such as First Nations, as well as municipal and community organizations to support public safety priorities. Currently, this includes an annual funding envelope of over \$300 million through more than twenty programs and funding arrangements.

Specifically, since 2018, the ministry has allocated over \$79 million to the Region of Niagara and Niagara Regional Police Service through its suite of community safety grant programs to address policing needs and priority risks in Niagara Region.

I recognize the challenges in the notification and administration of grant funding and can assure you that we are continuing to work to ensure the timely and efficient delivery of ministry grant programs.

.../2

The ministry is also exploring opportunities to streamline community safety grant programs and improve our processes where possible to ensure police services and their partners can access the funding they need and deliver projects to support their communities.

The goal is to reduce the administrative burden on municipal and First Nations police services while maintaining transparency and accountability, with a focus on consolidating and streamlining how funding is delivered.

As part of this process, the ministry will be engaging directly with stakeholders, including police services and associations, to inform any proposed changes to grant program delivery.

Thank you again for your letter and for the Board's ongoing efforts to support public safety in the Niagara Region. I remain committed to working with our policing and community partners to protect Ontario and promote safe and healthy communities across the province.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael S. Kerzner', with a stylized flourish at the end.

The Honourable Michael S. Kerzner
Solicitor General



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICE BOARD

5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

Tel: (905) 688-4111 Fax: (289) 248-1011

E-mail: psb@niagarapolice.ca

Website: www.niagarapolice.ca

June 26, 2025

SENT BY EMAIL

The Honourable Minister Michael Kerzner
Solicitor General of Ontario
25 Grosvenor Street, 18th Floor
Toronto, Ontario
M7A 1Y6

Dear Minister Kerzner:

**Re: Sustainable Funding for the Niagara Regional Police Service (NRPS)
and Improvements to Provincial Grant Program Structures**

On behalf of the Regional Municipality of Niagara Police Service Board, I am writing to advocate for sustainable and predictable provincial funding to support policing services in the Niagara Region. I also wish to highlight the need for improvements to the structure and administration of provincial grant programs to better align with local service delivery, public safety goals, and fiscal planning in our Region.

Niagara is uniquely positioned within the province. Our geography includes multiple international border crossings; by land, water, and air, which makes the Niagara Region a critical corridor for cross-border movement. This results in complex pressures related to organized crime, human trafficking, firearms and drug smuggling, and transnational criminal activity. These challenges demand modern policing tools, intelligence-based strategies, and stable funding sources.

Currently, the NRPS relies on provincial grant programs to fund approximately 4.7% of its total gross expenditures. These funds are essential to support our ability to:

- Combat human trafficking;
- Respond to mental health and addictions-related calls;
- Combat and prevent vehicle thefts and associated violent crimes;
- Address impaired and dangerous driving;
- Support victims and vulnerable persons;
- Invest in community-based outreach and education;
- Implement critical technologies, such as Closed-Circuit Television (CCTV) and Automated Licence Plate Reader (ALPR) systems; and
- Deliver effective court security and prisoner transportation services.

While the Ministry of the Solicitor General (SOLGEN) offers a wide range of grant programs that have benefited Niagara significantly, the current model presents several challenges.

These include inconsistent application timelines, administratively complex processes, a lack of multi-year commitments, and notably, funding maximums that often fall short of what is required to fully implement and sustain the approved initiatives. In several cases, the available grant amounts are insufficient to support the full scope of resources, including personnel, equipment, and program evaluation, needed to meet the initiatives intended objectives. This underfunding results in the need to either scale down implementation or divert resources from other public safety priorities, undermining the effectiveness of both the initiative and broader service delivery goals.

Additionally, late grant confirmations, sometimes arriving within weeks of the grant term's end, limit our ability to deploy initiatives effectively. Despite centralizing the administration of grant processes within the NRPS, the growing volume of work and short-term nature of many grants strain existing resources and planning capacity.

We respectfully urge the SOLGEN to consider the following improvements, based on the experience and operational needs of Niagara:

1. Establish Multi-Year Grant Terms: Transition all grants to three-year contract terms to provide operational stability and enable proper program design and evaluation.
2. Advance Notification of Grant Awards: Provide timely communication of successful applications (ideally at least three months before the contract start date) to allow for proper integration into our municipal budget cycles.
3. Streamline Grant Application and Reporting Requirements: Simplify administrative processes, reduce duplicative reporting obligations, and minimize non-recoverable costs borne by police services in grant administration.
4. Reform the Court Security and Prisoner Transportation (CSPT) Upload Model: The current funding formula, based on a percentage of total costs, creates disincentives and unpredictability. We recommend a hybrid model that ensures a base level of operational funding for all municipalities, with adjustments tied to actual court volumes, prisoner transport durations, and complexity of security operations.
5. Enhance Local Collaboration: Incorporate feedback from municipal police services in future grant program design and evaluation to ensure alignment with operational needs and local safety priorities.

The Niagara Region faces public safety challenges that are both local and international in scope. The Province's commitment to supporting community safety is deeply appreciated. However, to sustain and enhance this commitment, we respectfully request that the Province modernize the administration and structure of its police grant programs. Niagara's experience illustrates both the value and the limitations of the current grant funding model. A shift toward long-term, streamlined, and regionally responsive funding would significantly improve our ability to plan, respond, and keep our communities safe.

Thank you for your leadership and continued support of community safety in Ontario.

Yours very truly,

A handwritten signature in dark ink, appearing to read 'Pat Chiochio', with a stylized, cursive script.

Pat Chiochio
Chair, Niagara Police Service Board

- c. Vice Chair and Members, Niagara Police Service Board
Chief of Police B. Fordy, Niagara Regional Police Service
Regional Chair and Members of Council, Niagara Region
Chair A. Boughton, Ontario Association of Police Service Boards



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

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General of Policing

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Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **September 25, 2025**

SUBJECT: Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework

Public trust is the cornerstone of effective policing. A strong police oversight framework – grounded in transparency and accountability – is essential to maintaining that trust and ensuring Ontario's police services and police service boards operate with integrity and fairness.

The IoP's Risk-Based Compliance and Enforcement Framework is Now Public

I am pleased to share the Inspectorate of Policing's (IoP) **Risk-Based Compliance and Enforcement Framework**: a strategic operating approach that combines integrated, risk-based methods with incentives to support compliance and elevate the performance of Ontario's policing entities. As you will hear me say, this Framework is the IoP's 'operating philosophy'. The IoP will apply this Framework—and the authorities available to the Inspector General (IG) under the *Community Safety and Policing Act* (CSPA)—based on ongoing assessments of risks that could impact the quality and effectiveness of policing and police governance in Ontario. Risk levels will be determined by reviewing indicators of adequate and effective policing, including signs of police service or board non-compliance or misconduct by police service board members, along with factors that may either increase or reduce those risks.

This [publicly available Framework](#) is designed to implement the mandate of the Inspector General of Policing (IG) in a manner that strengthens oversight and fosters transparency, accountability, and public confidence in policing across the province.

Early concepts from the Framework were presented as part of the IoP's session at the CSPA Summit in February 2024. Following that, the IoP engaged with stakeholders, including the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, and the Police Association of Ontario, to share the draft Framework and gather feedback to inform this final product. I appreciate this engagement and the contributions each of these organizations continue to make to our shared goals of making everyone in Ontario safer.

New Advisory Bulletin Concerning Board Meetings

I am also pleased to share with you the attached **IG Advisory Bulletin 2.1: Board and Committee Meetings**. This Bulletin summarizes requirements found in the CSPA for police service board meeting practices, and provides additional guidance and IG advice on how to remain compliant with those requirements by implementing certain approaches. Complying with the CSPA's board meeting requirements—while this may require adjustment to long-standing past practice—is an obligation all boards must embed into operations. I strongly encourage all police service boards to read and incorporate this IG advice and practice into regular board business and procedures, and ensure that your board is operating in compliance with all statutory meeting requirements. Please engage with you Police Services Advisor if you have any questions about implementation within your specific local context.

IoP Organizational Updates

I also would like to share some recent updates to the IoP team that will be relevant to you in receiving support from, and engaging with, our organization.

First, I am pleased to announce that **Morgan Terry** has taken on the newly created position of Assistant Director in the Investigations, Inspections and Liaison Branch. Demonstrating our commitment to ongoing communication and proactive engagement with the sector, Morgan will work alongside Deputy Inspector General, Joseph Maiorano, with a specific focus on the IoP's liaison, monitoring and advisory functions. In this role, Morgan will lead IoP strategy and team members to deliver advice and support to the policing sector to ensure compliance and promote continuous improvement in service delivery and governance. For clarity, Joe will continue to oversee our work on policing complaints, investigations and inspections.

Second, in support of your engagement of IoP Police Services Advisors on day-to-day issues and advice, please find attached an **updated Advisor Assignment List**. As always, you are encouraged to reach out to your Advisor should you have any questions regarding IoP communications or CSPA compliance.

We thank you for your continued dedication to excellence in police service and its governance.

Sincerely,



Ryan Teschner

Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.

Deputy Solicitor General, Community Safety

RISK-BASED COMPLIANCE AND ENFORCEMENT FRAMEWORK



1. Introduction

A strong police oversight framework, built on transparency and accountability, recognizes that public trust is essential for police to do their jobs effectively.

The Community Safety and Policing Act, 2019 (CSPA) created the role of the Inspector General of Policing (IG) as part of the broader transformation of Ontario's policing legislative framework. The role of the IG – the first of its kind in Canada – is an important ingredient to enhancing police oversight and performance in Ontario.

The Inspectorate of Policing (IoP) is an arm's-length oversight body established to meet the legislated mandate of the IG under the CSPA. On behalf of the IG, the IoP delivers a spectrum of oversight functions for the policing and police governance sector in Ontario, including compliance inspections of police services, police board member conduct inspections, monitoring and advisory services, and, where necessary, enforcement that is driven by research and data analysis.

The IoP drives improvements in policing to make everyone in Ontario safer by ensuring that the public safety sector is responsive to the diverse communities it serves. To do this, the IG's oversight mandate includes working with the following entities:

- Municipal police services and the Ontario Provincial Police (OPP);
- Chiefs of police and police service boards;
- OPP Detachment Boards;
- Special Constable Employers; and,
- First Nations (FN) police services and boards that opt-into the CSPA framework.

2. Ongoing Assessment of Risk

The application of the IoP's Compliance Model, including the range of activities and enforcement measures provided to the IG under the CSPA, will be based on a continual assessment of risk to the delivery of good policing. The IoP will determine the level of risk by assessing indicators of adequate and effective policing, including potential or existing non-compliance or board member misconduct, along with the presence of mitigating or aggravating risk factors.

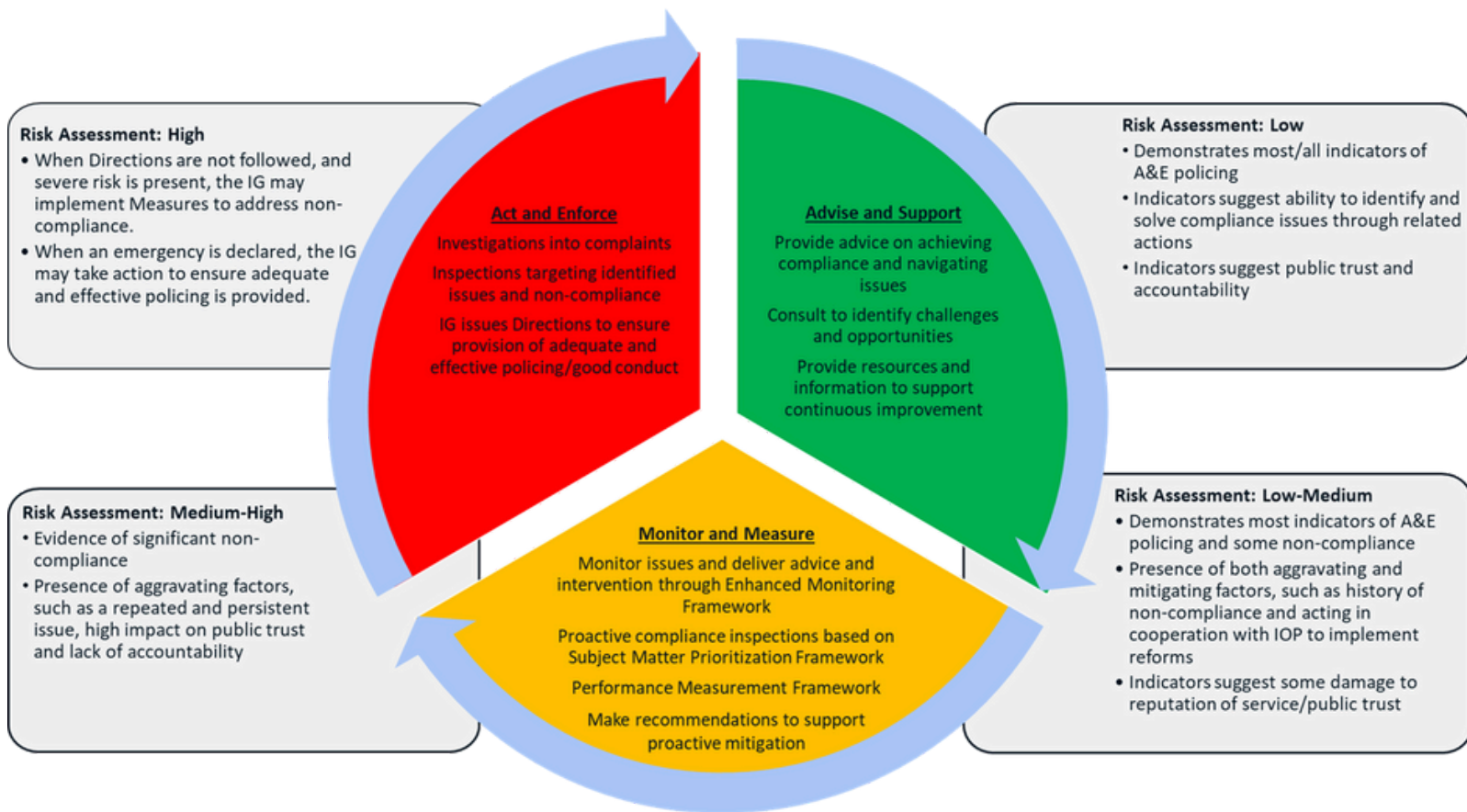
Indicators of Adequate and Effective Policing*	Mitigating or Aggravating Risk Factors**
• Achievement of compliance as set out in the CSPA and its regulations • Strength of local relationships and communication, including between the Chief of Police and Police Services Board, and the Board, the Police Service and the community, among others • Allocation of resources to support adequate and effective police service delivery • Local police governance reflects understanding of the Ontario's policing framework, the role and responsibilities of the Police Services Board and compliance with the Board Member Code of Conduct • Ability to address emerging or persistent local issues impacting policing and community safety • Consideration of evolving events and issues that have broader impact on the policing sector as a whole	• Role of the responsible party in the misconduct or non-compliance (minor or major) • Seriousness of misconduct or non-compliance • Public interest • Impact on complainant(s) and community • Impact to public and officer safety • Previous compliance or conduct issues • Duration and frequency of issue • Damage to reputation of board and service • Intentional or unintentional • Steps already taken to address the issue(s) • Willingness to take accountability and implement reform

*List is not exhaustive. Assessments will be case-by-case and consider all factors relevant to the situation.

**For greater clarity, all references to conduct or misconduct are in relation to police services board members.

3. Compliance and Enforcement Model

The IoP's Compliance Model contains a mix of integrated, risk-based approaches and incentives to achieve compliance and improve the performance of policing entities. The Compliance Model is applied with discretion and good judgment – applying the “right touch” to deploy the most effective options, having regard to the relevant circumstances, and based on the level of risk. The IoP will apply the Model and associated activities with consideration for all available information to drive the assessment of risk.



4. Risk-based Compliance and Enforcement Activities

The Compliance and Enforcement Model will be used to guide the application of the IG's compliance and enforcement activities according to the level of risk associated with police service and police governance delivery. When engaging in any of its oversight and regulatory activities, the IoP will always seek to improve the overall performance of the policing sector in Ontario.

4.1 Advise and Support: Low Risk

The IoP will use its statutory consulting function to continually assess local police service delivery and governance, and potential risks. When a low risk to compliance and/or performance has been identified, the IoP will support compliance and continuous improvement by providing **advice and information** designed to assist the public safety entities the IG oversees. The IoP is well-positioned to see across Ontario's policing and police governance sector, identify areas that call out for attention and identify leading practices that will assist the sector in improving compliance with the CSPA and overall performance.

The IoP engages with policing entities to identify issues, challenges and opportunities to improve compliance with the CSPA, and overall police performance. We communicate directly with police leaders **on emerging or persisting issues** to identify areas for IoP support and promote collaboration on solutions – including solutions that may be relevant across Ontario's policing sector.

The IoP conducts **research and analysis to provide insight on issues, challenges and opportunities** to improve compliance and overall police and police governance performance. The **IoP will serve as a 'Centre of Excellence'** to proactively support learning and continuous improvement in the sector, distilling and sharing insights and advice gleaned through our monitoring, inspection findings, research and analysis. We will support understanding of our work, key issues in policing, policing performance and leading practices by publishing information and resources

4.2 Monitor and Measure: Low-Medium Risk

Routine monitoring of public safety entities ensures identification of issues that may require closer examination by the IoP, such as evolving local demands on policing, potential non-compliance, or leadership and governance issues. **Monitoring** may include maintaining awareness of local efforts to address known issues, or tracking wider issues that require more oversight and engagement from the IoP or other partners. This may include identifying matters for an inspection, with priority given to compliance issues and actionable outcomes that will have the greatest impact on improving public safety and policing performance.

The IoP may assess compliance and performance at a specific point in time, or, on a regular basis through **inspections and data analysis**. Inspections are a critical tool not only to verify that legal requirements are being met, but also to highlight local promising and/or innovative practices that may be adopted on a larger scale to support continuous service improvements across the province. Inspections may include document review and research, data collection and analysis, or interactive, onsite assessments, or a combination of these methods.

Our **Policing Performance Measurement Framework*** (PPMF) will power our intelligence-led approach to identifying current and emerging trends and generate real insights – for the public and the policing sector – as to what drives and hinders effective police performance and governance, and highlights leading practices to promote continuous improvement. The PPMF will enable the IoP to identify poor performance or specific activity categories that warrant improvement or further inspection. Through this proactive approach, the IoP will be able to see where support or intervention may help to address issues early, before they escalate into matters of non-compliance.

When IoP monitoring and measurement activities identify performance issues or potential non-compliance or misconduct, additional compliance activities may be undertaken.

4.3 Act and Enforce: Medium-High Risk and High Risk

a) Medium-High Risk

The IoP ensures compliance and the delivery of adequate and effective policing by taking **enforcement actions** to address policing complaints and issues identified by the IoP. In this part of the Model, the focus of the IoP's compliance activities is on **direct intervention to address the identified issues and the application of a range of enforcement options** to compel compliance, improve performance and enhance public confidence.

When the IoP receives a policing complaint that falls within its mandate, there is a legal duty to deal with the complaint, and to keep the complainant informed of the status and the outcome. Depending on the nature and seriousness of the complaint, the IoP may:

- Refer a matter back to the applicable Board or Chief of Police, if the complaint is about local policies or procedures, and require reporting to the IG on steps taken in response to the complaint;
- Conduct an inspection in response to concerns about service delivery or failure of an entity to comply with the CSPA and its regulations, other than officer misconduct; or,
- Conduct an investigation, including in response to allegations about board member misconduct.

* As of the publication date, development of the Policing Performance Measurement Framework is ongoing.

If non-compliance with the requirements set out in the CSPA, or significant risk to the delivery of adequate and effective policing in accordance with the standards set out in the regulations is found to exist, **the IG may consider the application of additional compliance efforts, or issue written and legally-binding Directions** to prevent or remedy the issue. Directions issued will be tailored to the circumstances and proportionate to risk, and further previous IoP efforts to resolve issues.

For example, if a complaint were received concerning a police service's response to a 911 call, and the resulting inspection found non-compliance with regulatory requirements for police communications and dispatch, the IG could issue Directions to the police service to ensure corrective action and monitor to ensure implementation.

b) High Risk

In very serious situations, where the IG believes that adequate and effective policing is not being provided in an area, or that an emergency exists, **the IG request a police service board or require the Commissioner of the Ontario Provincial Police to provide policing in that area.**

Additionally, if Directions made by the IG to address identified non-compliance following an inspection or investigation are not complied with, **the IG may impose legally-binding Measures, including:**

- Suspending or removing 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.

The imposition of Measures by the IG is discretionary, and is determined on a case-by-case basis, having regard to the following **objectives:**

- The public interest in receiving adequate and effective policing;
- Remedying or preventing further non-compliance or misconduct by removing the responsible individual(s) from their position(s);
- Measures are similar to those imposed on similar entities or individuals for similar infractions committed in similar circumstances; and,
- All available Measures that are reasonable in the circumstances should be considered.

Any decision to use the legally-binding authorities in the CSPA is grounded in the principles of **procedural fairness**, and be based on:

- Ensuring that policing laws and standards are complied with;
- Policing entities and professionals are performing according to the standards set out in the CSPA; and,

- The public interest in addressing a matter so as to enhance public confidence in Ontario's policing system.

In support of **transparency, accountability and public confidence** in the work of the IoP, the IG is required to **publicly report** on investigation and inspection findings, as well as Directions and Measures.

5. Conclusion

Police service delivery and governance throughout Ontario is monitored and assessed by the IoP using a multi-faceted, risk-driven approach, ensuring that the duties and authorities of the IG are applied at the right time and for the right amount of time, in the right place(s), and in the right way.

The IoP's focus remains on supporting the best possible policing in Ontario communities by ensuring policing providers operate in compliance with legislated requirements and continuously and sustainably improve their performance. The IoP does its work in a balanced and transparent manner, to enhance the confidence of the public and the policing sector in what we do, and how we do it.



Advisory Bulletin 2.1: Board and Committee Meetings

Date of issue: September 25, 2025

What you need to know

Police service boards and OPP detachment boards conduct their business and make deliberations, considerations, and decisions in meetings. The *Community Safety and Policing Act* (CSPA) sets out requirements for meetings held by boards and their committees, and establishes a modern approach premised on public transparency of board business as the ‘rule,’ with requirements for a board to publicly explain when meetings are closed to the public.

“Meeting” Definition

The CSPA does not define “meeting” for determining when compliance with meeting requirements is necessary. Using subsection 238(1) of the *Municipal Act* for guidance, boards should consider a meeting to be any regular, special, or other gathering of a board or committee where:

- a quorum of members is present, and
- members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board or committee.

Social or informal gatherings of board members would not be board meetings unless the two-part test described is met. Board members should be vigilant when a quorum is present at gatherings to avoid holding unintended meetings.

Meeting Notice – CSPA subsections 43(5)-(7)

Boards and committees must publish notice of meetings that are open to the public on the Internet. The notice must:

- be published at least seven days before the meeting, except in extraordinary circumstances (CSPA subsection 43(5)-(6)); and,
- include the proposed agenda and either the record of the most recent public meeting or information on how the public can access that record (CSPA subsection 43(7)).

Electronic meeting notices must include specific information about how to access the meeting.¹

Transparency and Open Meetings – CSPA subsection 43(3)

Meetings conducted by boards and their committees must be open to the public subject to decisions to close meetings or parts of meetings when permitted by subsection 44(2).

The purpose of the CSPA open meeting rule is to increase the open and transparent exercise of board authority and discharge of duties so as to enhance public confidence in the operation and integrity of boards, and by extension the policing they oversee.

Boards and committees should consider public access when deciding on meeting locations. Holding a “public” meeting within a secure police facility or at a non-published location may not always meet the test of “open to the public”². In addition, the use of electronic meetings presents additional challenges to ensure meetings are publicly open.

Closed Meetings – CSPA subsections 44(2)-(6)

Boards and committees may (not must) close meetings to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record (a “law enforcement” matter);
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation affecting the board, including matters before administrative tribunals;
- advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

¹ [Ombudsman Investigation Report – Municipality of West Elgin December 2024](#)

² [Ombudsman Investigation Report – Township of Woolwich June 2015](#)

- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board; or,
- an ongoing investigation respecting the board.

Boards should note the discretionary nature of decisions to exclude the public when considering the above subjects. When making these decisions, boards and committees should balance the principles of transparency and public interest against the potential harm of disclosure.

Meetings must be closed to the public by police service boards and their committees if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act* (CSPA subsection.44(3)).

Board and committee meetings may also be closed to the public if held for the purpose of educating or training members and the business or decision-making of the board is not materially advanced in the meeting (CSPA subsection.44(6)).

The CSPA open and closed meeting rules for boards and committees very closely follow, with some modifications, the rules for municipal councils, committees, and local boards under Ontario's *Municipal Act*. The Ontario Ombudsman has been examining open meeting matters under that Act since 2008 and has published guidance that the IoP believes will assist police service boards, OPP detachment boards and their committees when making decisions on the CSPA open and closed meeting rules and practices. The Ontario Ombudsman guidance document is available here: [Open Meetings - Guide for Municipalities | Ombudsman Ontario](#)

Agenda Considerations – CSPA subsection 44(1)

Before holding a meeting, boards and committees must consider whether to close the meeting or part of the meeting having regard to subsections 44(2)-(3) of the CSPA, referenced above, which list subjects that either permit or require the exclusion of the public.

Resolution Closing Meeting – CSPA subsection 44(1)

If a board or committee decides to exclude the public, they must state by resolution the fact the board is holding a closed meeting, and the general nature of the matter to be considered. In addition, if the public is excluded from a meeting held for educating or training board or committee members, the resolution must specifically state that the meeting is closed under subsection 44(6).

In addition to the CSPA requirement for educational and training meetings, the IoP recommends that closed meeting resolutions cite the specific CSPA authority for excluding the public in all instances. The IoP further recommends that resolutions have sufficient detail of the closed matter to assure the public that the power to close the meeting is being responsibly exercised. Finally, to support transparency, the required resolution must be made in a meeting or part of a meeting that is open to the public.

Board Delegation and Committees – CSPA subsections 42(1)-(4)

Boards may delegate any of their powers to a committee established by by-law of the board. The by-law may govern the name, powers, duties, and quorums of the committee. The by-law should also govern the composition of the committee and member appointment process.

Committees must be composed of at least two members of the board, except if the only delegated power is bargaining under Part XIII of the CSPA. A bargaining committee can be composed of one board member. Additional non-board members may be appointed to the committee as long as a majority of the committee is composed of members of the board.

Quorum – CSPA subsection 43(2)

Boards and committees must have a quorum present to hold a meeting to conduct business and make decisions. Quorum is a majority of the members of the board.

Vacancies on a board do not reduce meeting quorum requirements. For example, quorum for a five-member board with two vacancies remains at three members.

Board members are not counted towards quorum if they are prohibited from exercising the powers or performing the duties of their position because mandatory training has not been completed (CSPA subsections 35(2)-(5)).

Board members may become subject to Inspector General investigations into their conduct and directed to decline to exercise their powers or perform their duties as a member of the board pursuant to CSPA subsection 122(1). Board members who have received this direction are not counted towards quorum. If the board cannot constitute quorum as a result, the Inspector General may appoint additional members to act in their place for the duration of the investigation.

Quorum for committees is determined by boards through their by-law establishing the committee (CSPA subsection 42(2)).

Meeting Frequency – CSPA subsection 43(1)

Boards must hold at least four meetings each year. Holding meetings exceeding this minimum and the period between meetings are discretionary decisions for boards. These decisions should be based on the governance obligations and statutory responsibilities arising from the size and complexity of the governed police service or OPP detachment, and the needs of the area under the board's jurisdiction.

Record of Meeting – CSPA subsection 43(4)

Boards must record all resolutions, decisions, and other proceedings at all meetings, whether open to the public or not. The record must not include additional notes or comments by the recorder.

The IoP recommends boards, when establishing committees, include this recording requirement as a duty of the committee in the governing by-law.

What you need to do*Meeting Practice Examination and Potential Changes to Practice*

Boards should examine their meeting practices, particularly regarding holding closed meetings, in consideration of the transition from long-standing *Police Services Act* requirements to those newly established by the CSPA. Where needed, adjustments should be made to come into compliance.

Boards should have any changes in meeting practices reflected in their established rules and procedures (CSPA section 46).

The new requirement for a resolution to close meetings will require some boards to change their existing practice of holding two distinct consecutive meetings – open and closed – with the closed meeting entirely excluding the public. Through its monitoring function, the IoP has observed that boards who have successfully transitioned meeting practices to the new requirements have adopted one of two options, both of which are CSPA-compliant:

- Two distinct consecutive meetings: Open meeting is entirely public and ends with adjournment. The closed meeting starts with an open part for routine administrative matters (opening statements, declarations of interest) followed by a resolution compliant with CSPA subsection 44(1). The closed portion ends with a resolution to return to public. The closed meeting ends in public with adjournment.
- A single meeting that is partly open and partly closed: The open part is closed by resolution compliant with CSPA subsection 44(1). The closed portion ends by resolution to return to the open meeting. The meeting continues in public until adjournment.

Emergency and Special Meetings

A board may be required to hold an emergency or special meeting outside of its regularly scheduled meetings. IoP Advisors have the authority to enter board meetings for compliance monitoring, including those closed to the public, pursuant to CSPA subsection 115(7). Boards should **notify their assigned Police Services Advisor for all emergency and special meetings whether open to the public or closed so the IoP is**

aware and the Advisor can determine whether attendance is necessary in the circumstances.

What we will do

The IoP's Police Services Advisors support the Inspector General's statutory monitoring and advisory duties under the CSPA. Advisors are available to provide advice on board compliance with the CSPA meeting requirements, including suggested application of leading practices and referrals to boards that have established good practices.

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA subsection 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.

POLICE SERVICES ADVISORS – BOARD & POLICE SERVICE ASSIGNMENTS

POLICE SERVICES LIAISON UNIT, INSPECTORATE OF POLICING

Zones are OAPSB and OACP consistent. Municipal board names are as recorded by the Public Appointments Secretariat, except for regional municipalities, which have been modified for consistency. Boards responsible for multiple municipalities (excluding upper-tier boards) are indicated as “joint”. Police service names significantly different from the board are listed with the board. There are currently **43** municipal boards in Ontario.

Municipal Boards & Police Services – CSPA Part IV

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Tom Gervais (416) 432-5645 tom.gervais@ontario.ca <i>B/U Ron LeClair</i>	Graham Wight (416) 817-1347 graham.wight@ontario.ca <i>B/U Ryan Berrigan</i>	Ryan Berrigan (416) 315-2483 ryan.berrigan@ontario.ca <i>B/U Graham Wight</i>	David Tilley (647) 224-9370 david.tilley@ontario.ca <i>B/U Hank Zehr</i>	Hank Zehr (437) 777-9605 hank.zehr@ontario.ca <i>B/U David Tilley</i>	Ron LeClair (226) 280-0166 ronald.leclair@ontario.ca <i>B/U Tom Gervais</i>
Greater Sudbury	Belleville	Barrie	Brantford	Guelph	Aylmer
North Bay	Brockville	Bradford West Gwillimbury & Innisfil (joint) - <i>South Simcoe</i>	Halton Regional	Hanover	Chatham-Kent
Sault Ste. Marie	Cornwall	Cobourg	Hamilton	Owen Sound	LaSalle
Thunder Bay	Deep River	Durham Regional ¹	Niagara Regional	Saugeen Shores	London
Timmins	Gananoque	Kawartha Lakes	Woodstock	Stratford	Sarnia
	Kingston	Peel Regional ²		Waterloo Regional	St. Thomas
	Ottawa	Peterborough		West Grey	Strathroy-Caradoc
	Smiths Falls	Port Hope			Windsor ^{1,2}
		Toronto ^{3,4}			
		York Regional			
		¹ <i>Tom Gervais B/U</i>			¹ <i>Hank Zehr Primary</i>
		² <i>Hank Zehr Primary</i>			² <i>David Tilley B/U</i>
		³ <i>Tom Gervais Primary</i>			
		⁴ <i>David Tilley B/U</i>			
5	8	10	5	7	8
					Total 43

OPP Detachment Boards - CSPA s.67

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Almaguin Highlands	Central Hastings	Bancroft	Brant County	Dufferin 1	Elgin
Dryden 1	Frontenac	Collingwood 1	Haldimand	Dufferin 2	Essex County 1
Dryden 2	Grenville 1	Collingwood 2	Norfolk	Dufferin 3	Essex County 2
Dryden 3	Grenville 2	Bracebridge	Oxford 1	Dufferin 4	Lambton 1
East Algoma 1	Hawkesbury	City of Kawartha Lakes	Oxford 2	Grey Bruce	Lambton 2
East Algoma 2	Killaloe	Haliburton County	Oxford 3	Huron	Middlesex
East Algoma 3	Lanark County	Huntsville		Huron West	
Greenstone	Leeds County	Northumberland		Perth County	
James Bay 1	Lennox & Addington 1	Nottawasaga		South Bruce	
James Bay 2	Lennox & Addington 2	Orillia		Wellington	
James Bay 3	Prince Edward County	Peterborough			
Kenora 1	Quinte West	South Georgian Bay			
Kenora 2	Renfrew				
Kirkland Lake	Russel County				
Manitoulin 1	Stormont, Dundas and Glengarry				
Manitoulin 2	Upper Ottawa Valley 1				
Marathon	Upper Ottawa Valley 2				
Nipigon 1	Upper Ottawa Valley 3				
Nipigon 2					
Nipissing West 1					
Nipissing West 2					
North Bay 1					
North Bay 2					
North Bay 3					
Rainy River 1					
Rainy River 2					
Red Lake					
Sault Ste. Marie					
Sioux Lookout					
South Porcupine					
Superior East					
Temiskaming 1					
Temiskaming 2					
Temiskaming 3					
Thunder Bay					
West Parry Sound					
36	18	12	6	10	6
					Total 88



SENIOR OFFICERS ASSOCIATION
5700 VALLEY WAY, NIAGARA FALLS, ON L2E 1X8

September 23, 2025

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

Dear Ms. Reid:

RE: SOA Board of Directors

On September 09, 2025, the Senior Officers Association (SOA) held their Annual General Meeting with members and a voting process took place to nominate Board of Directors for the 2025/2026 term.

I am pleased to report that the SOA Board of Directors is now comprised of the following Board members:

Steve Magistrale, President
Darrin Forbes, Vice-President
Courtney Woods, Treasurer
Brandy Sand, Secretary
Rany Audeh, Past President

We look forward to working with the Police Services Board over the next year.

Kind Regards,

A handwritten signature in black ink, appearing to be "SM 9157", enclosed within an oval shape.

Steve Magistrale
SOA President



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Contract Extension for Employee and Family Assistance Program for Niagara Regional Police Service

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-09-25

Recommendation(s)

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

Key Facts

- In 2022, the Employee and Family Assistance Program (EFAP) contract was awarded to TELUS Health formerly LifeWorks for a 2-year term with the option to extend the contract term for 3 additional 1-year periods.
- The initial 2-year term ended December 31, 2023, and the Service elected to extend the contract twice more for an additional 1-year term each time.
- The Service will be exercising its option to extend the contract for the third and remaining 1-year term for the period of January 1, 2026 to December 31, 2026.

Financial Considerations

The cost of the 1-year term extension is \$31,475.88, which has been provided for in the Services 2026 operating budget.

Analysis

The contract is joint with the Regional Municipality of Niagara, and they are also exercising the option to extend for the third and final year. To align with the Region and ensure continuity of benefits for our members, the Service has elected to extend the contract with the existing EFAP with TELUS Health for a third and final period ending on December 31, 2026. As this is the last 1-year term available within the contract, a Request for Proposal (RFP) process for a new EFAP contract will commence in 2026.

Alternatives Reviewed

No other alternatives were reviewed at this time.

Relationship to Police Service/Board Strategic Priorities

The contract extension will ensure ongoing support for our members.

Relevant Policy Considerations

By-Law 412-2024 – A By-law to Regulate Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service

Other Pertinent Reports

Niagara Region - 2021-RFP-69 Employee and Family Assistance Program for Niagara Regional Police Service.

This report was prepared by Sarah Whitehead, Total Rewards Coordinator, Human Resources in consultation with and reviewed by Linda Blood, Director, Human Resources. Recommended by Luigi Greco, Deputy Chief, Support Services.



Submitted by:

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

Appendices

Not applicable.



Campus Safety Services

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

REPORT OF BROCK UNIVERSITY CAMPUS SAFETY SERVICES

TO

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Date of Report: October 6th, 2025

Date of Board Meeting: October 23rd, 2025

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

Reference: Quarterly Report on Brock University Special Constables

Recommendation: Receive for Information

Background:

Brock University, Campus Safety Services presently has a Memorandum of Understanding (M.O.U.), which describes the ongoing formal relationship between the Regional Municipality of Niagara Police Service Board and Brock University.

This M.O.U requires Brock University to supply information to the Board, on a quarterly basis, pertaining to complaints, use of force, discipline and arrests associated with Brock University Special Constables. At present, there are fourteen staff members who have Special Constable status at the University. In compliance with the current M.O.U, the following information is provided for the Board's consideration.

COMPLAINTS

During the 3rd quarter of 2025, there were no public complaints that resulted in discipline in relation to any Special Constable of Campus Safety Services.

USE OF FORCE

During the 3rd quarter of 2025, the Special Constables did not require the application of use of force options in the performance of their duties.

DISCIPLINE

During the 3rd quarter of 2025, there were no occurrences that resulted in the arrest of any Special Constables at Campus Safety Services.

MONTHLY STATISTICS

Campus Safety Services produces a chart which captures calls for service and crime related statistics. The types of calls and their frequency tend to vary over the course of a calendar year, given the higher populations associated with the Fall and Winter Terms. Attached are statistics for the 3rd quarter of 2025 (July, August and September), as well as data from the 3rd quarter of 2024 for comparative purposes.

<u>Relevant Policy Considerations:</u>	Memorandum of Understanding (M.O.U) between the Regional Municipality of Niagara Police Service Board and Brock University.

<u>Cost of Recommendations:</u>	Nil

<u>Alternative Options:</u>	Not Receive Report

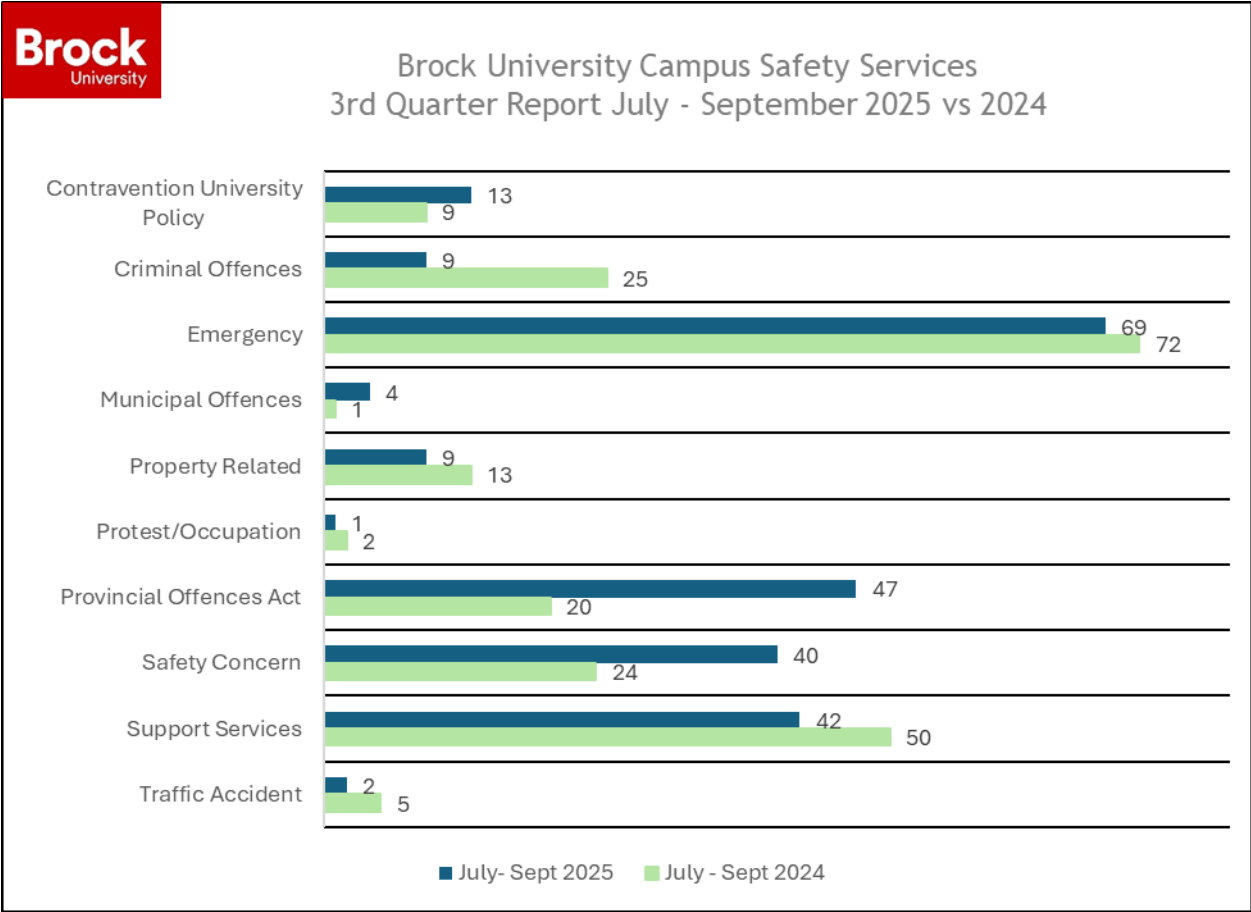
<u>Reasons for Recommendation:</u>	Compliance with the M.O.U between The Regional Municipality of Niagara Police Service Board.

Prepared and approved by:

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

Respectfully submitted by:

**Scott Johnstone
Vice-President Administration and
Services, Brock University**





NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Quarterly Report – Niagara Regional Police Service Authorized Strength as of October 1, 2025

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-10-01

Recommendation(s)

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

Key Facts

- The purpose of this report is to provide the Board with a summary of actual versus authorized strength by rank/salary band of the uniform and civilian complement on a quarterly basis.
- This quarterly report is effective October 1, 2025.
- The Niagara Regional Police Service's (Service) Executive Leadership Team is provided access to an authorized strength dashboard that updates on a weekly basis.

Financial Considerations

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

Analysis

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

The quarterly report effective October 1, 2025, is as follows:

	Authorized	Actual
Chief of Police	1	1
Deputy Chiefs	3	3
Superintendents	6	7

	Authorized	Actual
Inspectors	16	17
Staff Sergeants	33	33
Sergeants	115	117
Constables	688	652
Pre-hires/Recruit Officers in Training	13	37
Uniform Total*	875	867
Civilian Non-Union (Directors HR/Finance, General Counsel)	3	3
Civilian SOA Band 11	1	1
Civilian SOA Band 10	0	0
Civilian SOA Band 9	0	0
Civilian SOA Band 8	8	8
Civilian SOA Band 7	1	1
Civilian SOA Band 6	5	5
Civilian SOA Band 5	3	2
Civilian SOA Band 4	0	0
Civilian SOA Band 3	0	0
Civilian SOA Band 2	0	0
Civilian SOA Band 1	4	4
Civilian NRPA Band 11	22	21
Civilian NRPA Band 10	131	134
Civilian NRPA Band 9	26	24
Civilian NRPA Band 8	31	28
Civilian NRPA Band 7	41	41
Civilian NRPA Band 6	30	30
Civilian NRPA Band 5	39	38
Civilian NRPA Band 4	8	6
Civilian NRPA Band 3	0	0
Civilian NRPA Band 2	0	0
Civilian NRPA Band 1	0	0
Civilian Total	353	346
Service Total	1228	1213

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

Alternatives Reviewed

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

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

Community Safety and Policing Act.

Other Pertinent Reports

8.6 - 2025.07.24 - Quarterly Report - NRPS Authorized Strength as of July 1, 2025

*This report was prepared by Sarah Whitehead, Total Rewards Coordinator, Human Resources in consultation with Linda Blood, Director, Human Resources.
Recommended by Luigi Greco, Deputy Chief, Support Services.*



Submitted by:

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

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report - Communications and Dispatch
January 1, 2024 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-10-01

Recommendation(s)

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

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (NRPS) is in compliance with By-Law 471-2024 as it relates to Communications and Dispatch.
- By-Law 471-2024 is in response to the Adequacy and Effective Policing regulations that require the Board to have a policy with respect to Communications and Dispatch.
- The Chief is required to make an annual written report to the Board concerning criminal investigation management.

Financial Considerations

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

Analysis

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

- a) a summary of the written procedures regarding communications and dispatch;
- b) the status of Service compliance with the said procedures;
- c) a copy of the organizational chart of the communications unit; and
- d) a summary of the training given to Members in the communications unit including a summary of the cost associated with the training.

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

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

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

General Order (GO) 033.11 – Communications Systems:

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

Standard Operating Procedures:

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

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

The Communications Unit operates in compliance with the provisions of the aforementioned orders, procedures, and Adequacy and Effective Policing.

The Communications Unit operations are subject to 24-hour oversight by 2 Platoon Supervisors who are responsible for monitoring operations in relation to daily activities. These daily activities include ensuring their subordinates adhere to policy and procedure, as well as monitoring incidents to ensure an appropriate and timely response.

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

ProQA Dispatch Software integrates the protocols of the International Academies of Emergency Dispatch (IAED) with our Computer Aided Dispatch (CAD) technologies. It helps Communicators with 'case entry' and 'key questioning'. It assists Communicators in identifying the appropriate priority by the creation of a 'determinant code' for each

case and clearly displays the response configuration specifically assigned to the code by our local authorities. ProQA then guides Communicators in providing all relevant 'post-dispatch' and 'pre-arrival' instructions to members of the public calling the police for assistance.

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

In 2024, the NRPS Communications Unit maintained performance metrics required to achieve the standard required as an Accredited Centre of Excellence (ACE).

c) *“... a copy of the organizational chart of the communications unit...”*

In the reporting period, the Communications Unit reported to the Superintendent of Operational Support through the Inspector of Operational Support. It had an authorized strength of 75, consisting of 1 Communications Administrator, 8 Platoon Supervisors, 1 Quality Assurance and Accreditation Supervisor, 44 Communicators, 16 - 911 Operators, 4 Emergency Call Takers, and 2 Training Coordinators.

The unit is staffed on a 24-hour/365day basis by four rotating platoons consisting of 2 Platoon Supervisors, 10 Communicators, 4 911 Operators (cross-trained as Communicators) and 1 Emergency Call Taker.

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

A copy of the 2024 organizational chart is included as Appendix 1. This chart is not intended to display the additional areas of command of the Inspector and Superintendent as the additional areas are unrelated to the Communications Unit. This chart has been erroneously interpreted in the past as depicting a narrow column of supervision.

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

Initial Training:

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

- Job-specific pre-testing which includes typing 45 words per minute, Criti-Call, and TalentClick assessments.

- Pre-screening is also completed on all eligible candidates. This testing includes audiometric testing and psychological assessment for suitability.
- Four weeks in-house formal classroom call-taker training followed by 320-400 hours of on-the-job training under the guidance of a Platoon Trainer/Mentor.
- A period of independent work functioning as a call-taker (typically less than one year).
- One week of in-house formal classroom radio dispatch training followed by 320-400 hours of on-the-job training under the guidance of a Platoon Trainer/Mentor.
- A series of mandatory progress examinations and appraisals.

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

In 2024, nine candidates were selected to participate in call-taker classroom training. Six candidates were successful in completing both their classroom and live training period. Also, this year, two call-takers entered their dispatch training period and were successful in passing both their classroom and live training.

The initial training costs are labour related, as the screening, scheduling and proctoring of tests for new candidates is completed by the Training Coordinator and a Communicator, Communications Supervisor, or Quality Assurance and Accreditation Supervisor. There were 920 resumés received in 2024 that resulted in 383 individuals being invited to participate in the initial online testing tools provided by TalentClick. Once TalentClick results were reviewed, successful candidates were then invited to attend for in person testing. In 2024, in-person testing was conducted in both group sessions and individual sessions to maximize the number of testing opportunities. 127 candidates were tested in person on Crite-Call. There were 36 candidates interviewed in 2024. These recruiting efforts, as well as the recruiting sessions in the final quarter of 2023 resulted in the scheduling of 2 call-taker training classes for a total of 9 students.

The classroom and floor training of a trainee amount to approximately 920 hours, which represents a substantial financial investment. Less tangible costs include the time commitment of the trainer/mentor and Training Coordinator while on duty. This is a considerable training investment in candidates, some of whom are not ultimately successful. Considerable effort was, once again, expended to maintain the success rate of previous years, which resulted the number of students that made it through both classroom and live call-taker training increasing to 66%.

On-going Training:

Within a year of becoming members of the Communications Unit and typically after completion of call-taker training, Communicators historically attended the Ontario Police College Advanced Communications Techniques Course at the Ontario Police College. Unfortunately, this course has been on hiatus and is still not being offered.

Routine (annual) external training includes the Annual Ontario Police Communicator's Training Conference, Versaterm Users Workshop, IAED Navigator conference, NENA (National Emergency Number Association) Ontario and / or APCO (Association of Public Safety Communications Operators) Training Conference(s).

In addition, NRPS Communicators attend pursuit and domestic violence training, along with other training opportunities that are offered as they become available internally. As an example, in 2024 Communicators attended:

- Toronto Police Service Coaching and Mentoring (5)
- NRPS Domestic Violence course (6)

Annually, 4 hours of in-service training (IST) is delivered to members of the Communications Unit. During the years affected by the pandemic, the training was delivered initially through on-line learning techniques and then evolved into a hybrid model which combined on-line learning within class facilitation. The 2024 IST topics included: Medic Alert Online training, Human Trafficking, NG-911, and 9-8-8. The costs associated with this training were restricted to labor costs for the Training Coordinator and Detectives that delivered the presentation on Human Trafficking as well as overtime costs for Communicators to attend while off duty.

The Communications Unit training spending for 2024 was \$33,899.98.

Funds utilized in 2024 are detailed as follows:

APCO Canada	\$1,302.53
APCO International	\$2,108.54
Civilian Coaching and Mentoring	\$16,420.01
OACP Conference	\$1,607.82
NENA	\$2,130.66
NENA Ontario	\$1,302.53
TalentClick	\$3,935.08
Miscellaneous Training	\$895.11
Versaterm Conference	\$4,197.60
Total	\$33,899.88

Communications Summary and Statistical Overview:

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

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

In the event of a primary 911 system failure, an in-house 911 back-up telephone system is in place to provide continued service. In the event both systems fail or if an evacuation of the Communications Unit is required, a Public Safety Answering Point (PSAP) Contingency Plan is in place. In 2024, the contingency agreement with Bell was updated to arrange for 911 calls to be re-routed to the Hamilton Police Service while Communications staff attend and activate the Communications Unit interim back-up site. The interim back-up site is located within 3 District in Welland. Once operational, the interim back-up site gives the Communications Unit the ability to perform all functions of emergency and non-emergency call taking and dispatch procedures.

Calls for Police Service:

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

Telephone calls to the Communications Centre are either 911 calls or telephone calls delivered via non-emergency lines. Non-emergency telephone calls to the Communications Centre in 2024 numbered 283,095. When combined with the 911 call volume (as outlined below), the total telephone call volume in 2024 was 490,817. The total call volume decreased by 24,533 calls from the previous year, resulting in a 4.8% decrease in total calls. Since the Text-to-911 application was further developed in 2023 to communicate with citizens in order to provide an incident status update and also provide links to provide information on services such as the Collision Reporting Centre, the number of Text-with-911 calls received through this application cannot be determined using the available reports.

A total of 144,186 calls for service were generated in the Computer Aided Dispatch (CAD) system for the NRPS in 2024 which indicates an upward trend over the last 2 years. It should be noted that calls created by members of the Communications Unit reflect contact with citizens and/or other agencies and do not necessarily result in a police response.

Each phone call from members of the public is documented with a CAD incident regardless of whether there is a patrol response or not. The calls received that do not require a police response are entered into the CAD system as a priority 6.

Priority 6 incidents are entered for the following incidents:

- Calls from the public seeking information
- Referrals to specific units or to District Staff Sergeants
- Civil matters

In 2024, 15,118 priority 6 incidents were generated.

The statistics shown in the following chart are compiled by systems solely within the NRPS.

CAD Entries for Police Calls for Service

Year	Calls for Service
2020	126,047
2021	148,351
2022	148,348
2023	144,655
2024	144,186

911 Calls:

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

Bell Canada is the authorized provider of 911 emergency infrastructure and services to Ontario municipalities. As part of their function, Bell captures statistics related to primary and secondary PSAPs. In respect of 911 calls, Bell Canada counts calls in the system prior to the demarcation point with the NRPS. The data collection performed by Bell Canada is automated and objective.

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

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

Bell 911 Call Stats (excluding dropped calls)

Year	Call Stats
2019	176,752
2020	179,337
2021	194,825
2022	202,674
2023	233,207
2024	207,722

911 Call Distribution:

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

Distribution of 911 Calls	2021	2022	2023	2024
NRPS Calls Kept	94,553	122,674	150,994	122,362
Niagara EMS	59,924	64,315	66,102	68,694
St. Catharines Fire	4,953	4,764	3,996	4,234
Niagara Falls Fire	1,061	1,273	1,288	1,593
Tillsonburg Fire			1,236	1,552
Niagara Parks Police	137	135	159	162
OPP London (June 20 to yr end)	N/A	4,119	8,054	7,705
OPP Orillia (up to June 20)	6,756	3,172	N/A	6
Other-SPSAPS	770	943	603	528
Non-PSAP Agency	611	1,279	775	886
Dropped Calls	26,060	23,498	29,881	20,572

Distribution of 911 Calls	2021	2022	2023	2024
TOTALS 911 CALLS	194,825	226,172	263,088	228,294

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

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

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

Community/Inter-Agency Protocols:

The operation of the Communications Unit is further governed by:

- A 911 agreement between the Regional Municipality of Niagara and the Police Service Board;
- 911 Operating Policies and Procedures such as the Primary Agency Policy Agreement, between the Police Service and other area emergency services;
- Regional and Municipal Emergency Measures Plans;
- Private Agency (i.e., Ontario Power Generation) Emergency Response Plans.

These processes cover multi-agency notification and response agreements or protocols and lay out plans for major disasters. In addition, contact is maintained between emergency service providers operating within the Region, by way of quarterly 911 advisory committee meetings or informal contact on matters of mutual interest or concern.

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

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

Police Service Board By-Law 471-2024, Communications and Dispatch
GO 033.11 – Communications Systems
GO 094.09 – Communications Master Logger

Other Pertinent Reports

8.11 – 2024.09.26 – Annual Report - Communications and Dispatch – January 1 to December 31, 2023

This report was prepared by Richard Gadreau, Acting Inspector, Operational Services, and Robin Johnstone, Administrator, Communications Unit, reviewed by Jay Nesbit Superintendent, Operational Services. Recommended by Todd Waselovich, Deputy Chief, Operational Services.



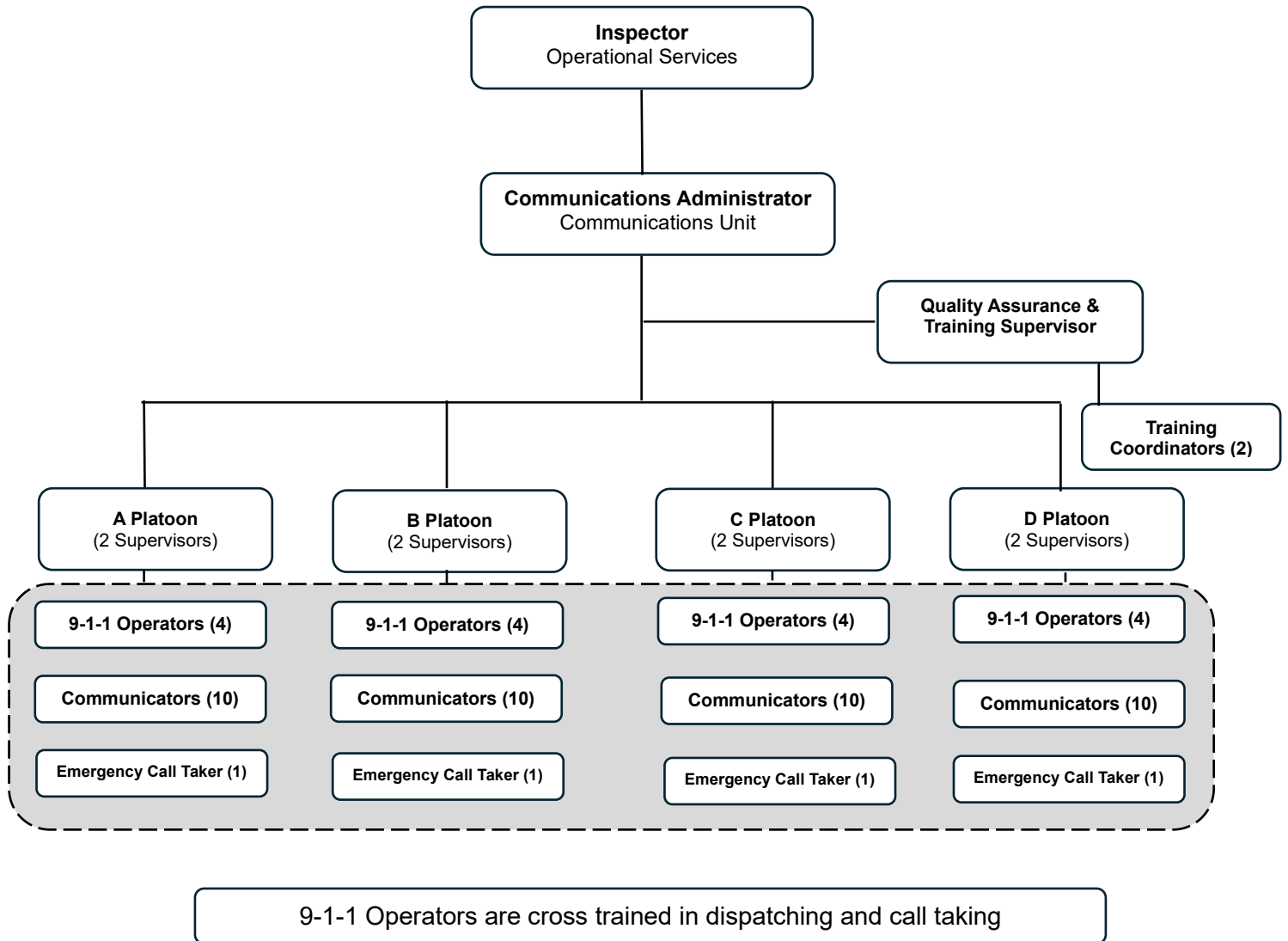
Submitted by:

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

Appendices

Appendix 1 - Communications Unit Organizational Chart

Appendix 1





NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Budget – 2026 Revised Operating Budget
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-10-21

Recommendation(s)

That the Niagara Police Service Board (Board):

- 1. Receive and approve the revised 2026 operating budget for the Niagara Regional Police Service (Service) and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$236,319,452.00, which represents a 11.23% increase over the approved 2025 operating budget; and**
- 2. Submit the consolidated budget of the Service and Board to Niagara Regional Council (Council) for approval.**

Key Facts

- Under the provisions of the Community Safety and Policing Act, 2019 (CSPA), the Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara (Region).
- In accordance with Section 50 of the CSPA, the Board is required to submit operating and capital estimates that show the amount required to comply with the CSPA and all regulations under the CSPA.
- The Board submits the funding request to Council for the upcoming year after reviewing and approving the Service's detailed budget submission.
- At the October 16, 2025 Board Finance Committee meeting, the Board received the proposed 2026 budget of \$241,361,974.00 and 13.60% and referred the report back to the Chief to consider further budget reductions.
- Based on the request by the Board, the Service is recommending a further reduction of \$5,042,522.00 or 2.37% for a net expenditure budget before indirect allocation of \$236,319,452 which represents an 11.23% increase over the approved 2025 operating budget.

Financial Considerations

At the October 16, 2025, Board Finance Committee meeting, the Chief presented the proposed 2026 operating budget with 2 options as follows:

1. A proposed operating budget of \$241,361,974.00, which represents a 13.60% increase over the 2025 approved budget; or
2. A proposed operating budget of \$239,561,511.00, which represents a 12.76% increase over the 2025 approved budget.

The Board received the report and referred the budget back to the Chief to consider further budget reductions. Based on the request by the Board, the Service is recommending a further reduction of 2.37% for a net expenditure budget before indirect allocation of \$236,319,452.00, which represents an 11.23% increase over the approved 2025 operating budget. The following are the recommended changes put forward by the Service:

Reduction to the Fuel Rate:

The 2026 proposed operating budget included an assumption to maintain the fuel rate at the 2025 budget fuel rate of \$1.59 per litre less rebate received from fuel provider; this assumption is consistent with the proposed budget rate set by the Region. The 2025 fuel budget is set at \$1,980,550.00 and represents approximately 0.9% of the net 2025 operating budget and fluctuations with the budgeted fuel rate results in significant changes to the budget year over year. As a result, Service staff had recommended to maintain a budget fuel rate representative of a 10-year average to reduce the volatile changes to the operating budget.

As a recommendation by Board, Staff have reviewed the 10-year fuel rate average assumption and propose the 2026 budget rate be set at \$1.31 per litre, which reflects a 5-year average (2021-2025) net of the carbon tax and rebate received from the fuel provider. This fuel rate reduction results in a savings of \$342,234.00, which represents a reduction of approximately 0.2%.

Capital Financing Strategy:

The 2026 proposed operating budget included a revised capital financing strategy of \$1,090,365.00 to fund both capital replacement as well as new investments within a then-year capital budgeting model. During the 2025 Capital Asset Management Planning (CAMP) report, the Services' 10-year average annual renewal investment (AARI) was estimated to be \$10,408,650.00 for a sustainable asset replacement strategy. As a result, the Region recommended an annual increase of \$590,365.00 be included in the operating budget for the years 2026 to 2035. An additional \$500,000.00 was included in the proposed 2026 operating budget to fund new technology submitted in the 2026 capital budget including body worn cameras.

As the Board has elected to defer the Body Worn Camera (BWC) program to 2027, the Service is recommending reducing the capital financing strategy from \$1,090,365.00 to \$590,365.00; thereby reducing the operating budget by \$500,000.00, which represents a reduction of approximately 0.24%.

Program Changes:

The Service is recommending a reduction to the \$10,594,016.00 or 5.0% Program Changes submitted as follows:

- As presented in Option 2, the deferral of the BWC program from June 1, 2026 to June 1, 2027 for 7 of the 8 staff increases, thereby deferring \$1,449,558.00 from the 2026 operating budget. The 2026 revised operating budget would retain the staff sergeant position to provide operational oversight to the Digital Evidence Management Unit, specifically with digital evidence resulting from the launch of the In-Car Camera program and the roll-out of electronic note taking (eNotes)
- As presented in Option 2, the deferral of the Tow Truck Coordinator (TTC) program.
- The Service will defer the Modified Work Program that includes adding two Occupational Therapists and two sergeants to support members returning to work in a work accommodation program.
- The Service will assign an existing authorized position to the Traffic Unit to fulfill the functions related to training and defer the request for the Traffic Training Coordinator.
- The Service has identified an immediate need for a constable position within the Emergency Management and Planning Unit and will repurpose an existing position to support the ongoing evaluation of critical infrastructure and emergency management.
- The remaining reduction will be achieved by a further staggering of hiring timelines in the following 2026 programs:
 - Collision Reconstruction Unit will defer the hiring of the 3 detective constables from January 1 to April 1.
 - The Homicide Unit will defer the hiring of the staff sergeant to April 1 and 1 detective constable to October 1 (from April 1).
 - The Child Abuse and Sexual Assault Units will each defer the hiring of 1 detective constable to October 1 (from April 1).
 - The Human Trafficking Unit will defer the hiring of 1 detective constable to October 1 (from Jan 1).
 - The Major Case Management Specialists program start date will be deferred to July 1 (from Jan 1).
 - The Central Holding Unit re-organization will be deferred to July 1 (from Jan 1).

The following chart summarizes the financial reduction of the recommended changes listed above:

2026 Revised vs Proposed Operating Budget	Amount	% Change
2026 Proposed Net Expenditure Budget before Indirect Allocations – Under Option 1	\$241,361,974.00	13.60%
Recommended Reductions:		

2026 Revised vs Proposed Operating Budget	Amount	% Change
Fuel Rate from \$1.59 per litre to \$1.39 per litre	-349,033.00	-0.18%
Capital Funding Investment	-500,000.00	-0.24%
Body Worn Camera	-1,449,558.00	-0.68%
Tow Truck Coordinators	-350,905.00	-0.17%
Modified Work Program Change	-582,069.00	-0.27%
Traffic Enforcement Unit	-176,931.00	-0.08%
Emergency Management and Planning	-179,590.00	-0.08%
Collision Reconstruction Unit	-127,551.00	-0.06%
Homicide Unit	-143,553.00	-0.07%
Child Abuse Unit & Sexual Assault Units	-181,478.00	-0.08%
Human Trafficking Unit	-132,168.00	-0.06%
Major Case Specialist	-246,225.00	-0.12%
Central Holding Unit	-623,462.00	-0.28%
Total Recommended Reductions:	-5,042,522.00	-2.37%
2026 Revised Net Expenditure Budget before Indirect Allocations	\$236,319,452.00	11.23%

The revised 2026 net expenditure budget before indirect allocations of \$236,319,452.00 results in an 11.23% increase over the 2025 approved operating budget. It includes base budget increases, investments in capital financing and 18 program changes. The increase is broken down as follows:

2026 Revised Net Expenditure Budget before Indirect Allocations:	% Increase
Base Budget	7.95%
Capital Financing Strategy	0.28%
Program Changes	3.00%
Total % Increase	11.23%

Analysis

Under the provisions of the CSPA, the Board is responsible for providing adequate and effective police services in the Region. In accordance with Section 50 of the CSPA, the Board submits a funding request to Council for the upcoming year after reviewing and approving the Service's detailed budget submission. Consistent with prior years, the foundation of the revised 2026 operating budget includes resources necessary to support policing needs identified for the Region. This resource requirement is based on adequate and effective policing regulations as mandated under the CSPA, best practices developed within the policing industry in response to public safety concerns, the unique aspects of each of the 12 municipalities.

At the May 22, 2025 Council meeting, Council approved a motion put forward to set a budget guidance at 3.5% increase to the general levy. Further, all agencies, boards, and commissions be advised of this guidance rate. Should this guidance rate be achieved on the consolidated general levy then this would translate to a 3.5% (1.4% levy increase) increase over the approved 2025 Service and Board operating budget.

At the June 26, 2025 Board meeting, the Service presented the Board with a report that outlines the harsh realities associated with meeting that guidance including compliance with the CSPA, staffing reductions and related processes, capital budget ramifications, and service delivery impacts. At that time, the Service forecasted a 13.4% increase (base budget 7.3%, capital financing 0.7%, and program changes 5.4%). Further, the report outlined the budget pressures that it is currently facing including 2025 annualized program changes, contract wage settlements, statutory deductions, employer provided group benefits, inflationary pressures, and declining revenue.

The revised operating budget will result in a total consolidated 2026 net expenditure budget for the Service and the Board is \$236,319,452.00.

Niagara Regional Police Service	\$235,278,951.00
Niagara Police Service Board	1,040,501.00
Service and Police Service Board	\$236,319,452.00

The Board budget total of \$1,040,501.00 funds staffing costs for 2 non-union full-time employees, consulting, professional development for Board members and staff, Board members honoraria and benefits, office supplies, travel, and membership dues, as well as legal fees. The budget includes \$440,000.00 for legal expenses, which represents 42% of the total Board budget for 2026. The Board is responsible for paying for all legal expenses of the Service, which are incurred as a result of Human Rights applications, contract negotiations, grievances, and legal indemnification costs for Service members. A detailed breakdown of the Board budget is provided in Appendix 6.

The revised 2026 operating budget includes a base funding increase of \$16,882,208.00, or 7.95%, which represents the restatement of the 2025 operating budget in 2026 dollars. This restatement includes adjusting for inflation and collective agreement wage settlements. This base adjustment ensures the continuation of the core services approved within the 2025 budget process.

The revised 2026 operating budget includes a base funding increase of \$590,365.00 or 0.28%, which represents the capital funding increase required to reach the Region's reassessed average annual renewal investment for the Service of \$10,408,650.00 by 2035.

The revised 2026 program changes of \$6,390,527.00 or 3.00%, represents service enhancements, growth, and stabilization of policing services to the Region. This increase reflects the external pressures placed upon the Service to meet workload

demands, address growing complexity of police investigations as required from provincial policing regulations, and implement technological advancements.

The cumulative impact of the revised 2026 operating budget is \$23,863,100.00 or 11.23% (7.95% base stabilization + 0.28% capital financing + 3.00% service enhancements, growth, and stabilization).

This revised budget addresses the stabilization of base services, responsible stewardship of legislated mandates, as well as addressing the growth necessary within the Service to appropriately police the growing community of the Niagara Region and respond to the demands placed on the Service.

The 2026 operating budget development process included an environmental scan identifying external cost pressures on existing expenditures and opportunities from emerging best practices in policing. An internal scan included a line-by-line program review that compares program budgets to historical spending patterns, identifying pressures from workload demand, and consideration for strategies to provide a more efficient service delivery model. Moreover, the 2026 budget, as well as the forecast for 2027 and 2028, while considering the identified needs of the community.

The following is a summary of the cost pressures contributing to the increase to the 2026 base operating budget over the approved 2025 approved budget:

- Negotiated wage increases and benefit changes included in the three collective agreements representing sworn and civilian members of the Service.
- Annualized 9 of the 16, 2025 program changes, which were approved with effective dates of July 1 or October 1, 2025.
- The Service is experiencing significant increases in employer-provided benefits and statutory benefits:
 - Statutory benefits are mandatory government plans such as Employment Insurance, Canada Pension Plan, and Employer Health Tax anticipated to increase by an average 4.1% over 2025.
 - For the year 2026, Workplace Safety and Insurance Board (WSIB) premiums are expected to increase by 10.75% over 2025 budget to account for inflation and an increase to WSIB claims.
 - Employer group benefits include health, travel, and dental premiums are expected to increase by an average of 5.5% due to anticipated increase in health and travel benefits. Further, the 2026 budget includes an increase to post-retirement benefits for retired members.
 - Cost associated with salary and benefits for additional members designated as approved for replacement due to a permanent condition that prevents them from returning to active duty.
- Software Pricing pressures continue to outpace the Consumer Price Index (CPI) and technology enhancements:

- Inflationary price increases on critical software programs (\$650,000.00) including Versaterm, Microsoft, and VMWare, as well as IT maintenance contracts (\$123,000.00) for switches and firewalls.
- Investment in enhanced cybersecurity software (\$291,000.00), new software programs (\$336,300.00) including Mental Health Crisis Response Team, Drone Sense, Hub stream hotspot mapping, Rubicon, and Halo ITSM, and NG-911 related costs (\$230,000.00).
- Revenue Reduction:
 - Provincial grant funding is decreasing by \$259,555.00 or 2.4% mainly due to the decrease in the 2026 forecasted Court Security and Prisoner Transport (CSPT) program funding.
 - Fees for service will decrease by \$119,900.00 or 2.2%. The main driver of this revenue reduction is a downward adjustment to the City of Niagara Falls Ontario Lottery and Gaming (OLG) transfer payments to reflect actual revenue levels.
- Capital Financing Strategy:
 - As a result of the 2026 CAMP report completed by the Region, the findings recommended a revised capital funding strategy to align with the 10-year capital replacement schedule. Based on the CAMP report, the Service will require an increase of the annual contributions to \$590,365.00 to achieve an annual contribution target level of \$10,408,650.00 by 2035.
- Fuel Rate:
 - Fuel expense represents 0.9% of the net 2025 operating budget and fluctuations with the budgeted fuel rate results in significant changes to the budget year over year. For the 2026 budget, the fuel rate assumption has been reduced from the \$1.59 per litre to \$1.39 per litre, which is based on a 5-year average less carbon tax. The \$1.39 is further adjusted by the fuel vendor and HST rebate.

These cost pressures resulted in a \$16,882,208.00 or 7.95% base budget increase over the 2025 approved budget. Further, the Service has proposed \$590,365.00 or 0.28% to increase capital reserve transfers in line with the capital financing strategy.

The table below details the pressures on the base impacting the 2026 operating budget of the Service and Board.

2026 Year over 2025 Year Change	Amount	% Increase
2025 Service & Police Service Board Approved Budget	\$212,456,352.00	
Net Budget Impacts:		
2026 Salary Wage Increase Including Benefit Impact	6,782,883.00	3.19%
2025 Program Changes Annualized	4,510,956.00	2.12%
Disability Management, Statutory & Benefits	2,794,864.00	1.32%

2026 Year over 2025 Year Change	Amount	% Increase
Software Pricing and Technology Enhancements	2,000,816.00	0.94%
Revenue Reductions from OLG and Court Security	602,741.00	0.28%
Other Inflationary Pressures	189,948.00	0.10%
Total – Net Base Budget Impacts	\$16,882,208.00	7.95%
Capital Funding Investment	590,365.00	0.28%
Program Changes	6,390,527.00	3.00%
2026 Revised Net Expenditure Budget before Indirect Allocations	\$236,319,452.00	11.23%

A detailed schedule and commentary explaining the change between the approved 2025 operating budget and the revised 2026 operating budget for each object of expenditure is provided in Appendix 2. Details related to contributions to reserves and the forecasted 2026 reserve continuity schedule are provided in Appendix 5.

2026 Revised Program Changes:

During the budget preparation, the Service reviewed the proposed 2026-2029 Strategic Plan and identified 264 additional positions required over the next 4 years to ensure the plan would achieve its objectives. Based on this forecasted need, the Service considered 31 program change submissions for the 2026 budget cycle and where a final cut of 21 programs totaling \$10,594,016.00 were advanced for Board consideration. After budget deliberations, the Board referred the budget back to the Chief for further budget reductions. To comply with the Board's request, the Service reviewed all the program changes submitted and reduced the program changes by an amount of \$4,193,490.00 for a total revised amount of \$6,390,527.00 and 18 program changes.

In the table below, is a list of each program change and each program change is supported by a business case provided in Appendix 3 (A-3).

A-3	Program Change	Annual Cost	2026 Impact	AUS	% Incr.
.01	Frontline Expansion	\$5,836,029.00	\$2,444,155.00	33	1.15
.02	Homicide Unit	659,842.00	477,479.00	3	0.22
.03	Human Trafficking Unit	586,017.00	414,888.00	3	0.20
.04	Sexual Assault Unit	567,462.00	313,323.00	3	0.15
.05	Child Abuse Unit	567,462.00	313,323.00	3	0.15
.06	Collision Reconstruction Unit	553,222.00	425,671.00	3	0.20
.07	Forensic Services Unit	197,929.00	104,221.00	1	0.05
.08	Emergency Management and Planning Unit	221,875.00	221,875.00	1	0.10

A-3	Program Change	Annual Cost	2026 Impact	AUS	% Incr.
.09	Marine & Underwater Search and Recovery Unit	392,861.00	300,821.00	2	0.10
.10	Border Enforcement Security Task Force	200,464.00	200,464.00	1	0.10
.11	Tactical Flight Officers	-	-	5	-
.12	Central Holding	1,212,207.00	588,745.00	5	0.28
.13	Major Case Management Specialists	493,868.00	247,643.00	4	0.12
.14	Paralegal	(32,375.00)	(32,375.00)	-	-
.15	CAD/GIS Analyst	66,161.00	66,161.00	1	-
.16	Procurement Specialist	19,220.00	19,220.00	-	-
.17	Business Analyst	134,628.00	67,315.00	1	-
.18	Digital Evidence Management – staff sgt.	217,598.00	217,598.00	1	0.10
	Total – Program Change	\$11,894,470.00	\$6,390,527.00	70	3.00%

The 18 program changes will result in a net increase of 70 positions (63 sworn officers and 7 civilian staff) expanding the Service's authorized complement. As a human-resource-intensive organization, the Service relies heavily on adequate staffing to maintain operational effectiveness, public safety, and reputation. Insufficient staffing poses significant risks across all these areas. Through the implementation of the Board's 4-year strategic plan, the Service will reach staffing levels necessary to:

- Respond to calls for service promptly
- Enhance capacity for proactive policing
- Improve clearance rates
- Establish a sustainable staffing model to deliver core policing services mandated by the CSPA

Without a strategic, phased increase in staffing over four years, the Service will continue to face critical challenges, including:

- Member burnout
- Triaging investigations and victims of crimes
- Elevated clearance rates
- A reactive approach to frontline policing

The revised program changes will result in a 2027 base budget pressure of \$5,503,943.00 or 2.3% (\$11,894,470.00 – 6,390,527.00). The total authorized strength change from the 2025 approved budget to the revised 2026 budget is detailed in Appendix 4. In addition, the Service has included a synopsis of each of the 11 units of the Service along with details of the revised operating budget in Appendix 6. This information will provide the reader with a fulsome understanding of the core services mandated under the CSPA, support services that provide critical infrastructure to the

core services, and those infrastructure support services categorized as corporate costs necessary to ensure a sustainable and viable organization.

Assumptions, Risks, and Mitigation Strategies:

The 2026 revised budget includes a number of assumptions and risks where information has not yet been made available:

- The provincial funding for CSPT has been set based on a 3-year average of actual revenue received. This grant program has a 1-year term period and funding announcements are received each January. This program represents approximately 63% of budgeted grant revenue.
- Provincial grant funding for the CSPA Grant, representing 31% of budgeted grant revenue, is set to expire on March 31, 2026. The 2026 base budget assumes that the provinces will continue to offer funding under this grant program at current levels.
- The Service has reduced revenues received under the OLG transfer payments received from the City of Niagara Falls based on the average of actual revenues received over the past 3 years; these revenues are calculated based on 18% of the actual funding received by the city. This represents approximately 72% of budgeted fees for service revenue.
- The budget represents the expected demands to the frontline and investigative support units; however, total costs are highly dependent on the calls for service received in-year, the types of calls received, and the complexity of investigations required.
- Emerging technologies, innovations, best practices, and emerging case law in policing continue to evolve and require response.

The Service has included a number of mitigation strategies to offset the proposed 2026 operating budget. These strategies are as follows:

- Although the Budget Control By-Law 2019-79 requires that all program changes be budgeted with the full annual impact of the year, the Service has implemented a one-time gapping strategy to align with expected recruitment timelines. As a result of this, the Service has identified positions that can be filled throughout the year, which offer combined savings of \$5,503,943.00 (\$11,894,470.00 - \$6,390,527.00) in 2026.
- The proposed 2026 program changes include 5 repurposed positions as follows: 3 sergeant positions, one constable position, and one civilian position with total savings of \$1,040,640.00.
- To fund a number of new positions, the Service secured partial cost recovery with third party agencies as follows:
 - 1) The CAD/GIS Analyst will be cost shared 50% with St. Catharines Fire; and
 - 2) The Service has secured provincial funding for the Tactical Flight Officers program with a 5-year grant, which commences in October 2026.
- The Service conducted a line-by-line review of all discretionary accounts such as office supplies, consulting, and staff development, to ensure appropriate budget levels are in place to support the Service mandate; and where possible held these accounts to 2025 levels.

2027 and 2028 Budget Forecast:

The following table outlines the forecasted 2026 and 2027 operating budget based on current information:

	2026 Revised Budget	2027 Forecast Budget	2028 Forecast Budget
Base Budget Increase	7.95%	6.5%	6.0%
Capital Financing Strategy	0.28%	0.5%	0.4%
Program Changes	3.0%	7.9%	4.4%
Total Forecast Budget Increase	11.23%	14.8%	10.8%

The 2027 and 2028 forecast reflects the necessary investment to realize community needs within an adequate and effective policing framework, as well as builds in assumptions regarding wage settlements, inflation, and continued funding from third party agencies. The succeeding years will continue to build on essential resources to support the frontline, investigative units, and emergency services. Further, the 2027 and 2028 forecast budgets consider investment necessary for modernization and to support organizational health. This forecast has been provided for information purposes only to support the revised 2026 budget investment as a path towards a longer-term strategy.

Conclusion:

In conclusion, the increases to the revised 2026 operating budget are the result of inflationary pressures, cost of living increases, and enhanced benefits as per the 3 collective agreements totaling \$16,882,208.00 or 7.95%. Further, the Service is requesting \$590,365.00 or 0.28% to support the capital financing strategy and ensure a sustainable asset management plan. Further, this revised budget has recommended 18 new program changes at a cost of \$6,390,527.00 or 3.00% that addresses the critical needs to support the increase in demand for service, complexity of policing, technology pressures, provincial legislation, and enhance operational effectiveness as outlined in the Board's proposed Strategic Plan.

Alternatives Reviewed

The revised 2026 base operating budget reflects the cost of providing adequate and effective police services in the Regional Municipality of Niagara. Consistent with prior years, the Service budget process included a detailed budget account review and the evaluation of submitted program changes. The Service performed a sensitivity analysis on the assumptions used to develop the proposed budget; however, the Board may use its discretion to propose alternatives to the assumptions included in the revised 2026 operating budget.

Relationship to Police Service/Board Strategic Priorities

Under the provisions of the CSPA, the Board is responsible for providing adequate and effective police services in the Region.

Relevant Policy Considerations

In accordance with Section 50 of the CSPA, the Board submits a funding request to Council for the upcoming year after reviewing and approving the Service's detailed budget submission.

Other Pertinent Reports

- 9.3 – 2025.06.26 Budget Planning – 2026 Operating Budget Forecast and Budget Timetable
- Capital Budget and 9-Year Capital Forecast - Budget Year 2026
- 5.1 – 2025.10.16 2026 Proposed Operating Budget
- 5.3 – 2025.10.16 2026 Capital Budget and 9 Year Forecast – Budget Year 2026

This report was prepared by Laura Rullo, Director, Finance and Asset Management. Reviewed and recommended by Luigi Greco, Deputy Chief, Support Services; Mario Lagrotteria, Deputy Chief, Community Services; and Todd Waselovich, Deputy Chief, Operational Services.



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Chief of Police

Appendices

- Appendix 1 – 2026 Preliminary Operating Budget – Statement of Revenue and Expenses
- Appendix 2 – 2026 Preliminary Operating Budget by Object of Expenditure
- Appendix 3 – 2026 Preliminary Operating Budget Program Changes
- Appendix 4 – 2026 Preliminary Operating Budget Authorized Strength
- Appendix 5 – 2026 Preliminary Operating Budget Reserve Continuity Schedule
- Appendix 6 – 2026 Proposed Operating Budget by Division
- Appendix 7 – 2025 Supplementary Report

Appendix 1: 2026 Revised Operating Budget Statement of Revenue and Expenses

Niagara Regional Police Service and Board

	2025 Annual Budget	2026 Base Budget	2026 Program Changes	2026 Annual Budget	Variance	%
Gross Expenditures						
Labour Related Costs	\$212,793,947	\$227,019,782	\$6,382,314	\$233,402,097	\$20,608,150	9.7%
Administrative	4,817,672	5,522,715	18,600	5,541,315	723,643	15.0%
Operational and Supply	3,127,542	3,084,895	253,000	3,337,895	210,353	6.7%
Occupancy and Infrastructure	396,228	424,536	-	424,536	28,308	7.1%
Equipment, Vehicles and Technology	9,987,168	11,653,997	34,500	11,688,497	1,701,329	17.0%
Intercompany Charges	(2,210,471)	(2,332,813)	-	(2,332,813)	(122,342)	5.5%
Transfers To/From Reserve Funds	4,672,400	5,545,365	-	5,545,365	872,965	18.7%
	233,584,486	250,918,477	6,688,414	257,606,892	24,022,406	10.3%
Revenues						
Provincial Grants	(10,776,984)	(10,517,429)	(231,726)	(10,749,155)	27,829	(0.3%)
Fees for Service	(5,494,900)	(5,375,000)	-	(5,375,000)	119,900	(2.2%)
Other Revenues	(4,856,248)	(5,097,123)	(66,161)	(5,163,284)	(307,035)	6.3%
	(21,128,132)	(20,989,552)	(297,887)	(21,287,439)	(159,306)	0.8%
Net Expenditures Before Indirect Allocations	\$212,456,354	\$229,928,925	\$6,390,527	\$236,319,452	\$23,863,100	11.2%

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

Labour Related Costs:

	2025 Annual Budget	2026 Annual Budget	Variance Incr/(Decr)	%
Labour Related Costs				
Uniform Salaries and Wages	117,374,911	130,537,110	13,162,199	11.2%
Civilian Salaries and Wages	41,644,247	43,960,613	2,316,366	5.6%
Benefits and WSIB	48,975,319	53,778,448	4,803,129	9.8%
Additional Compensation	4,149,233	4,513,466	364,233	8.8%
Special Duty	266,237	333,334	67,097	25.2%
Sick Leave Payout	384,000	279,125	(104,875)	(27.3%)
Total – Labour Related Costs	212,793,947	233,402,096	20,608,149	9.7%

Labour Related Costs will increase by \$20,608,149.00 or 9.7%. This category represents our human resource cost which is approximately 90.1% of gross expenditure. The following are the major contributors to the significant increase in this category:

Cost Pressures to Core Services in the Base Budget, \$14,225,835.00:

- The current Collective Agreements of the Niagara Region Police Association and Senior Officers' Association include a 3.5% wage increase for 2026, as well as several benefit changes. This increase is on par with the average wage increase for the larger Ontario police services. Accordingly, the 2026 Base Budget will increase by approximately \$6,782,883.26 to fund the negotiated wage increase and benefits impacted by a salary adjustment.
- An additional \$4,510,955.75 has been included in the 2026 budget to reflect the full annual cost of program changes approved in 2025. The programs initiated mid-year included 33 frontline constables and supervisory support, 2 canine officers, 3 detective constables for the Welland Street Crime Unit and Grimsby Detective Office, 1 sergeant and 1 civilian specialist for the Air Support Unit, 4 detective constables for the Domestic Violence Unit, and 4 civilian positions for Member Support, Corporate Communications, and Digital Evidence Management Systems Units.
- For 2026 an additional \$2,794,864.00 has been added to the budget to account for increases to statutory benefits, group benefits for active and retiree members, as well as salary and benefits for members permanently accommodated through a disability management plan:
 - Statutory benefits are mandatory government plans such as Employment Insurance, Canada Pension Plan, and Employer Health Tax anticipated to increase by an average 4.1% over 2025.

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

- Workplace Safety and Insurance Benefits (WSIB) administer the medical care and rehab for members injured from a work-related injury or illness and as a schedule 2 employer, the Niagara Regional Police Service (Service) is required to directly fund all medical and rehab costs, therefore, are subject to rising health costs and drug costs, as well as the impact to an increase in claims. For the year 2026, WSIB premiums are expected to increase by 10.75% over 2025 budget to account for inflation and an increase to WSIB claims.
- Employer group benefits include health, travel, and dental premiums are expected to increase by an average of 5.5% due to anticipated increase in health and travel benefits. Further, the 2026 budget includes an increase to post-retirement benefits for retired members to account for the number of retired members in receipt of benefits. Post-retirement benefits for health, drug, and travel premiums are employer paid to age 65 followed by a Health Care Spending Account to age 75.
- The operating budget includes salary and benefits for members designated as approved for replacement (AFR) due to a permanent condition that prevents them from returning to active duty. The 2026 budget includes the cost associated with additional members designated as AFR throughout the year.

Impact of Program Changes, \$6,382,316.00:

- The Service is proposing 18 program changes (resulting in an additional 63 uniform and 7 civilian positions) in the 2026 operating budget, with a total labour related cost of \$6,382,316.00. A detailed business case for each program changes is included in Appendix 3, with a summary of the authorized strength impact in Appendix 4.

Administrative:

	2025 Annual Budget	2026 Annual Budget	Variance Incr/(Decr)	%
Administrative				
External Professional Services	1,230,262	1,368,600	138,338	11.2%
Staff Development	1,303,392	1,742,672	439,280	33.7%
Office, Advertising, Travel	601,502	587,775	(13,727)	(2.3%)
Telephone and Communications	1,268,318	1,330,068	61,750	4.9%
Licensing and Permits	106,238	113,263	7,025	6.6%
Employee Medicals	168,000	257,035	89,035	53.0%
General Administrative Costs	139,960	141,902	1,942	1.4%
Total – Administrative	4,817,672	5,541,315	723,643	15.0%

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

Administrative costs will increase by \$723,643.00 or 15.0%. This category comprises approximately 2.1% of gross expenditure. The following are the major contributors to the significant increase in this category:

Base Budget Impact, \$705,045:

- Staff Development expenses have increased by \$439,280.00 or 33.7%, which reflects the increase in mandatory training programs to ensure compliance under the Community Safety and Policing Act, as well as costs associated with travel to attend courses held at the Ontario Police College (OPC) or satellite locations. Due to capacity constraints at OPC, they have restricted the use of their accommodation to basic constable courses only and therefore, all other attendees at courses offered through OPC are required to find offsite accommodation resulting in a significant increase in travel expenses. Additional budget has been included in 2026 to account for mandatory training for the members of the Training Unit and Emergency Tactical Unit, as well as investment in leadership programs to support a strategic succession plan.
- The Base Budget for external professional services has increased by \$138,338.00 or 11.2% mainly due to an increase in consulting services (\$109,240.00) for human resource-related services and increased professional fees (\$49,100.00) for continued workplace ergonomic assessment that identifies risks associated with workspace design, as well as noise/air quality testing of our training facilities.
- Employee medicals have increased by \$89,035.00 to reflect current spending patterns related to physical and psychological medical evaluations for new recruits including constables, special constables, auxiliary officers, and communicators. Employee medicals also include costs for currently serving members requiring medical testing to apply for certain positions, such as the Emergency Task Unit, costs to support the disability management program, as well as the cost of the safeguarding program, which is a psychological screening program for members assigned to positions with a higher risk of secondary traumatic stress because of the nature of their duties, investigations, and/or repeated exposure.

Impact of Program Changes, \$18,600.00:

- These costs include the use of Service provided cell phones (\$18,600.00) based on the requirements of each position in line with Service policy.

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

Operational and Supply:

	2025 Annual Budget	2026 Annual Budget	Variance Incr/(Decr)	%
Operational and Supply				
Program Specific Supplies and Materials	1,645,854	1,581,295	(64,559)	(3.9%)
Uniforms	805,488	1,093,100	287,612	35.7%
Investigation Expense	540,600	520,050	(20,550)	(3.8%)
Other Expenses	135,600	143,450	7,850	5.8%
Total – Operational and Supply	3,127,542	3,337,895	210,353	6.7%

Operational and Supply costs will increase by \$210,353.00 or 6.7%. This category represents uniforms, investigation, and supply costs which is approximately 1.3% of gross expenditures. The following are the major contributors to the increase in this category:

- Program Specific Supplies and Materials have decreased by \$64,559.00 mainly due to cost savings related to ammunition required for training.

Impact of Program Changes, \$253,000.00:

- The Service is proposing 18 program changes in the 2026 operating budget, with an operational and supply cost of \$253,900.00, which are required to fully outfit the 63 new sworn members.

Occupancy and Infrastructure:

	2025 Annual Budget	2026 Annual Budget	Variance Incr/(Decr)	%
Occupancy and Infrastructure				
Property Leases	130,028	158,336	28,308	21.8%
Property and Infrastructure Maintenance	266,200	266,200	-	0.0%
Total Occupancy and Infrastructure	396,228	424,536	28,308	7.1%

Occupancy and Infrastructure will increase by \$28,308.00 or 7.1%. This category represents our leases and minor building renovations, which is approximately 0.2% of gross expenditure. The following are the major changes within this category:

- Property Leases increased by \$28,308.00 with the largest increase being \$13,000 to rent space at Niagara College for recruit physical testing.

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

Equipment, Vehicles, and Technology:

	2025 Annual Budget	2026 Annual Budget	Variance Incr/(Decr)	%
Equipment, Vehicles, and Technology				
Minor Equipment and Equipment Maintenance	2,407,953	2,638,673	230,720	9.6%
Gasoline	1,980,550	1,638,317	(342,233)	(17.3%)
Vehicle Maintenance	1,371,500	1,295,000	(76,500)	(5.6%)
Computer Licenses and Support	4,227,165	6,116,507	1,889,342	44.7%
Total Equipment, Vehicles and Technology	9,987,168	11,688,497	1,701,329	17.0%

Equipment, Vehicle, and Technology costs will increase by \$1,701,329.00 or 17.0%. This category represents our minor equipment, gasoline, vehicle maintenance and computer licenses and support, which is approximately 4.5% of gross expenditure. The following are the major contributors to the significant increase in this category:

- Computer Licenses and Support Base Budget have increased by \$1,889,342.00 based on the following pressures:
 - inflationary price increases on critical software programs (\$650,000.00) including Versaterm, Microsoft, and VMWare, as well as technology services maintenance contracts (\$123,000.00) for switches and firewalls.
 - investment in enhanced cybersecurity software (\$291,000.00), new software programs (\$336,300.00) including the Mental Health Crisis Response Team, Drone Sense, Hub stream hotspot mapping, Rubicon, and Halo ITSM, and NG-911 related costs (\$230,000.00).
- Gasoline has decreased by (\$342,233) due to a reduction in the budgeted price per litre of fuel for 2026. The revised budgeted rate is \$1.39/L compared to \$1.59/L for fiscal year 2025. This per litre rate of \$1.39 is further reduced by the fuel vendor and Harmonized Sales Tax (HST) rebates.
- Minor Equipment purchases increased \$230,720.00 due to purchases related to Emergency Services including 40mm non-lethal launchers, a kinetic breaching tool, and new dog for the Canine Unit to replace a retiring service dog.
- This increase is partially offset by a reduction to the vehicle maintenance expense account by 76,000.00 to reflect actual spending.

Impact of Program Changes, \$34,500.00:

- Minor equipment costs of \$34,500.00 for safety equipment pertaining to new members of the Marine Unit.

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

Intercompany Charges and Contributions To/From Reserve Funds:

	2025 Annual Budget	2026 Annual Budget	Variance Incr/(Decr)	%
Intercompany Charges	(2,210,471)	(2,332,813)	(122,342)	5.5%
Contributions to/from Reserve Funds	4,672,400	5,545,365	872,965	18.7%

Intercompany Charges received from the Region will decrease by \$122,342.00 over 2025. The main drivers in this decrease is the vehicle maintenance and repairs expenses charged to the by Region Fleet Services for repairs completed on Service vehicles (\$45,754) and funding received for the 911 Program (\$72,864).

Contributions To/From Reserve Funds – A detail reserve fund balance and current year transfers can be found in Appendix 5. The current year increase of \$872,965.00 is a result of 3 impacts: the annual increase in support of the capital financing strategy of \$590,365.00, the in-year contingency reserve transfer of \$162,600.00 to fund the Border Enforcement Security Taskforce program and the reduction to the accumulated sick leave reserve fund contribution to the operating budget of \$120,000.00.

As a result of the 2026 Corporate Asset Management Plan (CAMP) completed by the Region, the findings recommended a revised capital funding strategy to align with the 10-year capital replacement schedule. Based on the CAMP report, the Service will require annual contributions to capital reserves of \$10,408,650.00 from the current amount of \$4,505,000.00 to fund the replacement of its existing infrastructure. As such, the Region has recommended increasing the annual contributions to the capital reserve by \$590,365.00 for the years 2026 through 2035. Further, the Service has revised this strategy to include an additional \$500,000.00 to fund new technology and reduce the funding gap period from 2035 to 2031.

Revenues:

	2025 Annual Budget	2026 Annual Budget	Variance (Incr)/Decr	%
Revenues				
Provincial Grant Funding	(10,776,984)	(10,749,155)	27,829	(0.3%)
Fees For Service	(5,494,900)	(5,375,000)	119,900	(2.2%)
Other Revenue	(4,856,248)	(5,163,284)	(307,035)	6.3%
Total – Revenues	(21,128,132)	(21,287,439)	(159,306)	0.8%

The Service receives funds to offset gross expenses from third-party agencies in the form of provincial grants, revenues received for seconded positions participating in provincial joint initiatives, and Ontario Lottery and Gaming (OLG) transfer payments

Appendix 2: 2026 Revised Operating Budget by Object of Expenditure

from City of Niagara Falls. In addition, this category includes fees for services related to special duties and employment and volunteer records checks.

For the 2026 budget year, the Service will recognize a gross revenue decrease of \$159,307.00 or 0.8%. The following are the major contributors to the increase by sub-category:

Revenue Pressures in the Base Budget, \$138,581.00:

- Provincial Grant funding is decreasing by \$259,555.00 or 2.4% mainly due to the decrease in the 2026 forecasted Court Security and Prisoner Transport program funding.
- Fees for Service will decrease by \$119,900.00 or 2.2%. The main driver of this revenue reduction is a downward adjustment to the City of Niagara Falls OLG transfer payments to reflect actual revenue levels; this is partially offset by an increase to fees for service related to employment and volunteer background checks, and special duty revenues.
- The increase in other revenue of \$240,875.00 is the result of new secondment agreements signed during the year offset by an increase in labour related costs, cost recovery agreements for technology services such as P25 radio system, CAD, RMS, and a slight increase to proceeds of sales of vehicles.

Impact of Program Changes, (-\$297,887.00):

- The additional revenues are attributed to an anticipated Federal grant related border security for the 5 Tactical Flight Officers program change and cost sharing revenue from St. Catharines Fire to fund 50% of the CAD/GIS Analyst program change.

Appendix 3 .01 – 2026 Revised Operating Budget Program Changes

Program No .01

Program Name:

Frontline Expansion

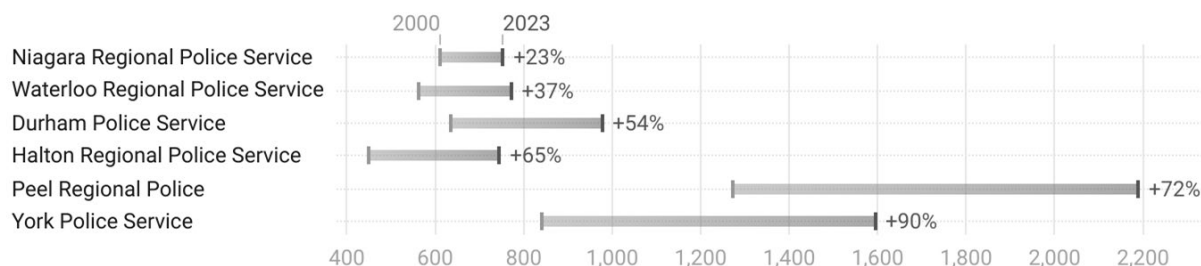
Summary of Request including Authorized Strength Impact:

Increase by 19 Patrol Officers (1 Staff Sergeant, 4 Sergeants, and 14 Constables) starting July 1, 2026, and 14 Patrol Officers (14 Constables) starting October 1, 2026

Business Rationale:

The Niagara Regional Police Service (NRPS), established in 1971, is Ontario's oldest regional service and is responsible for policing one of the province's largest geographic areas. Covering 1,853 square kilometres and serving 12 municipalities, NRPS provides crime prevention, law enforcement, public order, emergency response, and assistance to victims of crime for more than 539,000 residents and approximately 14 million annual visitors. Despite these demands, NRPS continues to operate with one of the lowest officer-to-area ratios in Ontario, at only 0.41 officers per square kilometre. Sworn strength has grown by just 23 percent between 2000 and 2023, lagging the growth rates of other police services across the province.

Figure 1. Total number of police officers 2000-2023



Notes: 1) Locations are sorted by the difference in change (%) between 2000 and 2023. For the case of NRPS the change was 23% (†) in this period.
2) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

The Community Safety and Policing Act (CSPA, 2019) requires police boards to ensure “adequate and effective policing” that meets community needs and reflects the diversity of the population they serve. Under Section 11, this includes the delivery of six core functions, crime prevention, law enforcement, maintaining the public peace, emergency response, assistance to victims, and other prescribed duties, in accordance with the Charter, Human Rights Code, and the standards outlined in O. Reg. 392/23 (Adequate and Effective Policing – General). Regulation 392/23 requires that policing functions be provided “to an extent and in a manner that is reasonable,” taking into account factors such as community needs, geography, demographics, past effectiveness, and best practices. It also specifies that police services must maintain 24/7 capacity for patrol, supervision, and specialized functions such as emergency response, public order management, and crisis negotiation. The NRPS evaluates adequacy through operational indicators aligned with these standards, including Calls for Service (CFS) per officer, response times, supervision ratios, investigative unit caseloads, clearance rates, and intelligence capacity, and reliance on overtime or backfill to sustain core functions.

Appendix 3 .01 – 2026 Revised Operating Budget Program Changes

The empirical evidence shows that the current demand for service, both in volume and complexity, exceeds the Service's capacity to provide policing *"to an extent and in a manner that is reasonable"* as required by the Act. Key indicators include rising CFS and case complexity (e.g., higher Crime Severity Index (CSI) and violent CSI), a frontline shortfall of 81 officers (20%), heavy reliance on overtime, and reduced capacity for directed patrols, supervision, and specialized deployments. Collectively, these findings demonstrate that, without staffing growth, NRPS faces a material risk of falling below legislated adequacy standards, particularly in maintaining patrol response, supervision, and emergency readiness.

The demand for service in Niagara continues to rise. In 2024, NRPS responded to 145,295 calls for service, averaging nearly 398 per day or 16 per hour, meaning a new call every 3.7 minutes. While overall call volume has been increasing at a steady rate of just over one percent annually, the complexity and intensity of these calls have escalated more rapidly. For instance, investigative workload also increased from previous year: homicides increased to 15 cases (+25%), human trafficking to 159 (+64%), child abuse to 273 (+11%), sexual assault to 436 (+8%), domestic violence to 2,951 (+156%), and fatal collisions to 22 (+26%).

Concurrently, the CSI reached 58.97 in 2024, up 6.46% from 2023 (Table 1); violent crime severity rose sharply (+13.99%), while non-violent crime severity rose more modestly (+2.36%). Major contributors to CSI in 2024 included breaking and entering (14.1%), fraud (12.1%), sexual assault and homicide, each contributing significantly above or near provincial averages, demonstrating that not only are there more calls, but the types of crime being committed are becoming more serious and harmful. Despite these pressures, NRPS improved its investigative outcomes: weighted clearance rates rose to 37.74% (+6.02%), with gains in both violent and non-violent categories, placing Niagara above many peer services in effectiveness.

Table 1. CSI - Selected locations 2020 – 2024

Police Service	2020	2021	2022	2023	2024
Durham Region	40.85	43.11	44.44	47.01	47.11
Greater Sudbury	86.66	83.3	81.52	76.87	67.07
Halton Region	22.76	23.5	31.2	32.24	31.22
Hamilton	65.76	67.36	64.67	68.16	66.15
London	80.05	87.26	81.36	70.78	65.89
Niagara Region	57.75	61.03	55.77	55.39	58.97
Ontario	55.41	56.04	58.83	61.54	60.69
Ottawa	47.96	48.48	54.2	55.82	55.75
Peel Region	38.07	37.38	47.66	52.19	56.36
Toronto	58.55	56.99	62.25	69.57	68.65
Waterloo Region	74.79	76.25	79	75.99	72.68
Windsor	85.37	94.65	80.74	84.58	80.32
York Region	38.51	38.82	47.4	54.54	53.91

Notes:

Source: Statistics Canada. Table 35-10-0188-01. CSI and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

Appendix 3 .01 – 2026 Revised Operating Budget Program Changes

Workload analysis confirms that NRPS faces a significant shortfall in frontline capacity. With 411 authorized constables but a demonstrated requirement of 492 to meet demand (i.e., current levels of CFS), the service is operating with a deficit of 81 officers, or 20 percent. The shortage is most acute in Districts 1, 2, and 3, where call volumes and crime severity are highest. To address this gap and ensure adequate and effective policing, NRPS is proposing a multi-annual hiring plan beginning in 2026. The plan calls for the addition of 28 constables, 4 sergeants, and 1 staff sergeant annually over 3 years. This phased approach will allow NRPS to restore supervisory balance at a target ratio of 11 constables per sergeant, build acting-supervisor capacity in districts where oversight is strained, and maintain a sustainable pipeline of new recruits.

Approving this program change will strengthen NRPS's ability to meet both present and future challenges. It will provide the frontline capacity needed to respond to steady growth in CFS, preserve investigative effectiveness, and improve response times, all while reducing the risks of officer burnout and excessive overtime. It will also support compliance with the new **CSPA, 2019**, ensure alignment with the **Region's Community Safety and Well-Being Plan**,¹ and reinforce public trust through proactive, data-driven, and community-focused policing.

The benefits of the program change include:

Expanded capacity to meet demand – Adding new frontline officers each year over the next three years will allow NRPS to keep pace with the projected annual growth in CFS and respond to increasingly complex incidents.

Stronger resource management – Closing the gap between authorized and actual officer strength will improve coverage, enhance district-level supervision, and ensure resources are distributed where they are most needed.

Smarter and community-oriented deployment – With added capacity, NRPS can make greater use of data-driven deployment strategies, ensuring that high-priority and high-harm calls receive timely attention while improving overall service efficiency.

Faster response and balanced workload – Strengthening community policing and rebalancing patrol areas will reduce response times, ease workload pressures across districts, and foster stronger relationships between officers and the communities they serve.

The risks identified with not approving the program change include:

Compliance/Regulation: There is a significant risk of non-compliance with the CSPA, 2019 and its associated regulations if the NRPS does not maintain adequate staffing levels, particularly among patrol officers responsible for first response and community visibility. The Act and O. Reg. 392/23 (Adequate and Effective Policing – General) require police services to provide core functions, such as patrol, emergency response, public order, crime prevention, and victim assistance, based on community needs, geography, demographics, and best practices.

If current resource gaps persist, the NRPS may be unable to sustain the operational capacity required to meet these prescribed functions, resulting in potential breaches of adequacy standards. This risk is already reflected in several performance indicators, e.g., rising CFS (145,295 in 2024), an increasing CSI (+6.46%), and a 20% frontline staffing shortfall (411 authorized vs. 492 required).

¹ Community Safety and Well-Being Plan - Niagara Region, Ontario

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These pressures directly affect response times, supervision ratios, and readiness for specialized deployments. Continued strain at current levels may also limit NRPS's ability to deliver on key legislative responsibilities, including community-based crime prevention initiatives, emergency preparedness, and the Region's Community Safety and Well-Being Plan, while increasing exposure to regulatory scrutiny and reputational risk.

Member Wellness: Limited resources and an excessive number of CFS can lead to increased stress, burnout, and low morale among officers. Evidence suggests that a high volume of calls is one of the primary factors contributing to officer burnout. Chronic stress and burnout not only affect the mental and physical health of officers but also impair their ability to perform their duties effectively, which can have cascading effects on overall police service performance and community safety. Long-term effects could include higher rates of absenteeism, turnover, and decreased job satisfaction, further exacerbating staffing challenges.

Service Reputation: Failing to provide effective policing due to insufficient patrol officers can severely damage the NRPS's reputation. Inadequate response times, unresolved calls, and an inability to fulfill public safety commitments can lead to an increase in public complaints and a perception of ineffective policing. Over time, a tarnished reputation could make it more difficult to recruit new officers and maintain positive community relations.

Community Safety and Wellbeing Plan: Inadequate staffing levels pose a risk to the successful implementation of the Community Safety and Wellbeing Plan. A shortage of patrol officers and other key personnel can limit the NRPS's ability to engage in proactive community initiatives, collaborate with partner organizations, and participate in preventative measures.

Improving Community Relations: A lack of sufficient patrol officers can negatively impact community relations by reducing the NRPS's ability to engage meaningfully with residents and community groups including participating in neighborhood meetings, which are crucial for building trust and understanding.

Proactive Policing: Insufficient officer numbers can severely limit the NRPS's ability to engage in proactive policing. When resources are stretched, officers are often diverted to immediate response calls, leaving little time for activities such as targeted patrols, crime prevention initiatives, and community outreach.

Budget Impact:

Account Description	Annual	Total
Salary	\$4,433,937.00	\$1,787,240.00
Benefits	1,213,992.00	480,815.00
Other	188,100.00	176,100.00
Total	\$5,836,029.00	\$2,444,155.00

Appendix 3 .02 – 2026 Revised Operating Budget Program Changes

Program No .02

Program Name:

Homicide Unit

Summary of Request including Authorized Strength Impact:

Increase by 1 Inspector starting January 1, 2026, 1 Staff Sergeant starting April 1, and 1 Detective Constable starting October 1, 2026

Business Rationale:

The Major Crime Unit of the Niagara Regional Police Service (Service) was established in 1993 after it had been recognized that a centralized approach was required for major investigations, including the need for highly trained investigators for homicide investigations. This was primarily in response to the Niagara murders of Kristen French and Leslie Mahaffey. The ensuing 'Green Ribbon Task Force' and its investigations into these high-profile murders ultimately resulted in the 1996 report of Justice Archie Campbell. The Service's investigative policies and procedures were heavily scrutinized and played an integral part of what is known as the 'Campbell Report'. Recommendations from this report led directly to the formation of principals of Ontario Major Case Management (OMCM), a system that is employed by all major police services throughout Ontario for all major threshold cases and multi-jurisdictional serial predator-type investigations. Given this historical scrutiny and subsequent recommendations, the Service should be held to the highest standard of investigation, an example and leader amongst other services.

In 1993, the Major Crime Unit originally consisted of 6 Detective Sergeants, 1 Detective Constable, and supervised by 2 Staff Sergeants, and 1 Inspector. The mandate of the unit at the time included the investigation into homicides, serial auto thefts, robberies at financial institutions and complex fraud cases. With the addition of specialized units within the service, the mandate of the Major Crime Unit has evolved to present day and is now reflected in General Order 026.09 which states:

The Homicide Unit shall be responsible for:

- All homicides within the Region of Niagara.
- The direction, management, administration, and investigation of all assaults where death is imminent; sudden deaths of persons in police custody; missing persons (suspicious circumstances); or any criminal offence designated by the Chief of Police or designee.
- Providing functional expertise and support to district operations.
- The investigation of police shootings where death or injury has resulted.
- The investigation of shooting incidents involving the Canada Border Service Agency officers during their duties where death or injury has resulted.
- The investigation of incidents involving the sworn members of the Niagara Parks Police, where those incidents meet the criteria for Police Officers and the reporting requirements to the Special Investigations Unit under the Police Services Act of Ontario (*now the Community Safety and Policing Act, 2019).

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In 2005, a workload analysis was conducted within the Major Crime Unit after it became clear to investigators that they were unable to sustain the growing commitments and complexities of homicide investigations. A business case was submitted at that time requesting additional resources to address the insufficient staffing of the unit. That business case was deferred.

In 2014, the Major Crime Unit was renamed the 'Homicide Unit' and again a business case was submitted to address the inadequate staffing levels. As a result of that proposal 1 Detective Sergeant was added and was dedicated to cold cases. Another Detective Sergeant position was changed to a Detective Constable position. Therefore, the unit increased by only 1 member from its inception in 1993 to 2014.

Due to the continued increase in the complexities of homicide investigations and the evolving demands on each investigator, another business case was submitted in 2021. Another driving force behind the request cited member wellness and succession planning for the unit. That proposal requested 4 additional Detective Constables, an additional Detective Constable training position, and a dedicated civilian Crime Analyst. It was clear that not acquiring additional resources was unsustainable and thus the 4 Detective Constable positions were added. The additional training position and the civilian crime analyst position; however, were deferred. In August of 2024, the Homicide Unit acquired 1 civilian crime analyst after it became clear that processing the vast amounts of digital and technical data was unmanageable and required dedicated functional expertise.

The Homicide Unit currently consists of four Detective Sergeants, six Detective Constables, and one Detective Constable training position. Within the structure of the unit is also one Detective Sergeant who is responsible for 'Cold Case' investigations, and one civilian Homicide Crime analyst. Supervision is provided by one Detective Staff Sergeant, who is the Major Case Manager (MCM) for all homicide investigations and oversees the Central Fraud Unit, Polygraph Unit, Missing Persons/Unidentified Human Remains Coordinator, and Crime Stoppers.

The current homicide unit structure is divided into 2 teams. Each team has 2 Detective Sergeants and 3 Detective Constables, plus 1 additional temporary training constable on 1 team at the discretion of the Staff Sergeant. As a result, the current staffing within the Homicide Unit has only increased by 5 Detective Constables over the last 31 years.

The benefits of the program change include:

Member Wellness: Increasing the authorized strength of the Homicide Unit will allow for a more reasonable distribution of cases, reduction of the frequency of long shifts, and decreased burden of exposure to graphic material on everyone.

OMCM Compliance: More time will be afforded to the unit to be able to update the OMCM system in a timely manner. This system facilitates the sharing of data between law enforcement agencies. This increased documentation of major crimes can lead to quicker arrests.

Clearance Rates: Increasing the authorized strength of the Homicide Unit will improve the clearance rate, which is greatly needed as the number of homicides in Niagara continues to rise.

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Victim Support: With increased resources, more time can be dedicated to victim support, which is becoming increasingly expected of the Service.

Court time: Increasing the authorized strength of the unit will mitigate the impact of the increasing amount of court time, which is due to the increase in cases, increasing complexity of crime, and increasing demands of the judicial process.

The risks identified with not approving the program change include:

Reputation of the Service: If the authorized strength of the unit is not increased as the number of homicides continue to increase, the time available to investigate and prosecute each case decreases, this will have a direct impact on the public's trust of the Service.

Overtime: The increasing number of cases and complexity of each case is leading to increased overtime costs.

Major Investigations Complexities: Homicide cases are getting more complex due to advancement in technology, international connectivity, and procedural requirements.

Workload: Members within the Homicide Unit typically work 10-hour days. Given the current workload, many members find themselves working on their days off and weekends to try and simply manage and maintain their investigative commitments.

On Call Commitment: Every member of the unit is always subject to being 'on call' 24/7, unless out of the country or several hours travel away from the Niagara Region. It is known that investigators can decline a 'page out'; however, due to lack of resources and the overwhelming caseloads, members feel an obligation to make absolutely every effort possible to attend a call out to support their fellow colleagues and unit.

Legislated Responsibilities: Under Major Case Management, the Chief of Police shall assign an MCM to every threshold (homicide) investigation conducted by a member of the police Service. The chief shall also ensure that the MCM assigns a primary investigator and file coordinator often referred to as the MCM Command Triangle. As a result, understanding the roles and their functions is crucial in understanding the importance and need for adequate resources.

Judicial Process: Preliminary hearings have become just as time consuming as the criminal trial typically lasting four - six weeks. Preparation for a typical preliminary hearing has become much more complex than reviewing statements with witnesses to present a clear case for committal. Crowns are now expecting full trial preparation at this stage to include the development of digital evidence presentations of all the digital data collected and analyzed from cell phones or other electronic storage/communication devices and the combined/edited video presentations of all CCTV footage.

Multijurisdictional Cases: Because Niagara is a tourist destination, there is an increased demand on members related travel time to investigate crimes committed by non-residents.

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Budget Impact:

Account Description	Annual Cost	Total
Salary	\$500,024.00	\$366,079.00
Benefits	135,718.00	95,400.00
Other	24,100.00	16,000.00
Total	\$659,842.00	\$477,479.00

Comparator Information:

Police Service	Authorized Strength	Year 2024 Homicides
Niagara Regional Police Service	11	15
Durham Regional Police Service	18	11
Halton Regional Police Service	18	1
Hamilton Police Service	17	10
London Police Service	10	6
PEEL Regional Police Service	24	19
Waterloo Regional Police Service	15	5
York Regional Police Service	18	22

Source: 2026 Budget Program Change Presentation -Homicide Unit Resource Support Request

Environmental Scan:

When analysing comparator services that include Durham Regional Police, Peel Regional Police, York Regional Police, Halton Regional Police, London Police, Hamilton Police, and Waterloo Regional Police Services, the average number of investigators in similar homicide units across the province is 17 members (Niagara has 11).

Similarly, for those units, the average number of homicides being investigated in 2024 was 10 (Niagara had 15). This means that the Homicide Unit of the Service investigated 50% more homicides with 35% fewer investigators than the average.

The Service's Homicide Unit also does all of this without the support of an affiant support unit, interviewing/interrogation unit, or PowerCase/MCM Unit, which many of the above services have in addition to their increased compliment of investigators. With fewer investigators and more homicide investigations, Niagara's Staff Sergeant is also responsible for the oversight of the Central Fraud Unit with an additional eight Detective Constables and one Detective Sergeant. Unlike the Staff Sergeants in the other homicide units, none of whom are tasked with overseeing entire additional units, Niagara's Staff Sergeant bears an overwhelming burden of responsibility. In fact, four of the seven units surveyed have multiple Staff Sergeants (two - three) as MCM fully dedicated to their homicide investigations. Currently, the Staff Sergeant of Homicide/Major Crime has responsibilities and a span of control that is vast and holds risk to the Service if not done properly. The addition of additional personnel, which

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includes a Staff Sergeant, is an overdue and necessary modification to the Service's current structure.

Appendix 3 .03 – 2026 Revised Operating Budget Program Changes

Program No .03

Program Name:

Human Trafficking Unit

Summary of Request including Authorized Strength Impact:

Increase by 1 Staff Sergeant starting January 1, 2026, 1 Detective Constable on April 1, 2026, and 1 Detective Constable starting October 1, 2026

Business Rationale:

The Human Trafficking Unit (HTU) of the Niagara Regional Police Service (Service) currently consists of three Detective Constables with supervision being provided by one Detective Sergeant who also oversees the Offender Management Unit (OMU) and the Repeat Offenders Parole Enforcement (ROPE) teams. These units have one Staff Sergeant who oversees them along with the Sexual Assault Unit (SAU) and the Child Abuse Unit (CAU).

The HTU was implemented in 2019 and just completed its fifth full year. The onset of the HTU had 2 Detective Constables assigned to it. Since then, one more Detective Constable and a Detective Sergeant have been added in 2021 and 2023. Staffing levels were increased to keep up with the investigative and victim support demands. The additions to the unit have only addressed the previous needs and have not had the foresight to plan for the expected and now demonstrated increases in investigations and support required.

The roles and responsibilities of the three Detective Constables combined with the significant increase in investigative demands have outgrown the capabilities of the current model. Human trafficking investigations are complex and involve a variety of different investigative techniques. There is no unit within the Service that can compare to the HTU. Human trafficking investigations are like those done by the SAU, CAU, and Domestic Violence Unit in that there are victims requiring assistance and support from the investigators. Human trafficking investigations are also like those done by the Special Investigative Services and Street Crime Units in that they require a covert aspect to the investigations, are lengthier investigations, and a wide variety of evidence and intelligence gathering. The needs of the HTU require all combined investigative techniques that the various other units in the Service use and require more extensive victim support than other victim-based crime. With this in mind, and when looking at the current makeup of the HTU combined with the increase in yearly statistics, the HTU requires appropriate staffing to facilitate the investigative needs and requirements.

The benefits of the program change include:

Proactive Checks: If the staffing levels of the HTU were increased, the number of proactive checks conducted would increase, which would result in an overall increase in the number of investigations and number of victims being identified and supported to safely exit. This would reduce the risk of harm to these victims and the community.

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Organized Crime: An increase in the authorized strength of the unit would allow the HTU to investigate larger, more organized crime groups as the current staffing is too small to effectively do so.

Labour Trafficking: It is known that labour trafficking occurs in Niagara, however, it is widely underreported due to the vulnerabilities of the victims. Intelligence and information are known by the HTU, but due to other competing investigations and identified victims, the HTU is rarely able to take on labour exploitation investigations.

National Strategy to Combat Human Trafficking: Additional staffing is required in support of National (and local) anti-human trafficking initiatives. This is particularly important at a time when many communities are declaring human trafficking an epidemic/emergency.

The risks identified with not approving the program change include:

Staffing Level: The investigative process and style of human trafficking investigations is like no other investigative unit within the Service, yet the HTU is one of the smallest sized investigative units within the Service.

Victim Support: The type and length of support for human trafficking victims required is like no other victim of crime. Anyone can become a victim of human trafficking. However, most human trafficking victims are victimized due to their extreme vulnerabilities. Most victims are women and girls between 18 - 24 years of age, and almost a quarter of those are children under 18 years of age. Those most vulnerable to become victims are Indigenous women and girls, migrants, new immigrants, 2SLGBTQI+ persons, children, youth in the welfare system, and those who are socially or economically disadvantaged.

Inadequate Investigations: With the sharp increase in victims being identified in 2024, the 3 detective constables were each responsible for assisting approximately 16 victims each. This is too many to manage and support, which put the Detective Constables in a position of having to triage the needs of victims and investigations.

Court Preparation: Due to the transient nature of human trafficking victims, the officer in charge are always tasked with continually supporting the victims when needed, and often must locate victims and witnesses prior to court. Further, specialized Crown prosecutors are frequently utilized which can increase the time required to travel to meet with Crown attorneys to discuss the cases and prepare for trials.

Community Commitments: Currently the HTU is a member of the Niagara Region Anti-Human Trafficking Response Protocol, and regularly communicating when able and required with the 13 other partner agencies in the protocol (i.e., Ontario Native Women's Association). Adequate staffing is required to maintain these relationships and meet these commitments.

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Budget Impact:

Account Description	Annual	Total
Salary	\$445,114.00	\$319,731.00
Benefits	120,303.00	82,657.00
Other	20,600.00	12,500.00
Total	\$586,017.00	\$414,888.00

Comparator Information:

During the environmental scan of 7 other police services, it was noted that the Service's HTU had the highest amount of human trafficking investigations, yet one of the lowest levels of staffing. Part of this heightened level of investigations in Niagara is due to the tourist draw Niagara Region attracts, which will remain a constant attraction for traffickers. For reference see below for 2024 statistics.

Year ^[1]	Detective Constable Staffing	Victims/Survivors Identified	Accused Charged	Charges Laid
2020	2	4	5	33
2021	2 (Sergeant added)	3	4	21
2022	2	9	8	70
2023	3	6	10	61
2024	3	48 (700% Increase)	29 (190% Increase)	107 (75% Increase)

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Service	2024 Human Trafficking Investigations	Staffing level
Niagara Regional Police Service	159	4 (Includes the sergeant who supervises OMU/ROPE teams)
Durham Regional Police Service	27	13
Halton Police Service	26	6
Hamilton Police Service	73	4
London Police Service	55	7
Peel Regional Police Service	63	19
Waterloo Regional Police Service	149	3
York Regional Police Service	151	14

If the current increase request of personnel was granted it would reduce the risk to victims, provide better service delivery, and assist with community wellbeing. Continuous improvement is required, and it is expected that for the 2027 year, additional personnel will be required for the HTU to bring it to a level where it can serve community needs adequately and effectively.

Appendix 3 .04 – 2026 Revised Operating Budget Program Changes

Program No .04

Program Name:

Sexual Assault Unit

Summary of Request including Authorized Strength Impact:

Increase by 1 Detective Sergeant starting April 1, 2026, 1 Detective Constable starting July 1, 2026, and 1 Detective Constable starting October 1, 2026

Business Rationale:

The Sexual Assault Unit (SAU) currently consists of six Detective Constables with the supervision of only one Detective Sergeant. One Staff Sergeant oversees the SAU, Child Abuse Unit (CAU), Human Trafficking Unit, and the Offender Management Unit.

For the 4-year period from January 2020 to December of 2024, the volume of sexual assault investigations has continued to rise year over year. Sexual assault investigations have become more complex with the advancement of technology (cellular devices, video surveillance) and an increase in evidence retrieval by way of Judicial Authorizations and DNA Warrant applications. The increase in investigations has led to more criminal charges being laid and an associated demand of investigators during the prosecution process. In this 4-year timeframe, there has been a significant turnover of experience due to promotion and investigator transitions to other roles within the Niagara Regional Police Service (Service). A significant increase in investigative demand and responsibilities has decreased prospective investigator interest in the SAU. This has created an unnecessary and unsustainable challenge to fill roles in the SAU. The combination of rising investigations and court volume (trial numbers and length), unique Major Case Management criteria, and guidelines related to sexual assault investigations, as well as mandatory training of investigators while adhering to responsibilities as outlined in the new Community Safety and Policing Act (CSPA) has dissuaded members from applying to available positions.

The roles and responsibilities of the SAU have outgrown the capabilities of the current model. The role of the Detective Sergeant in the SAU has also outgrown the capabilities of a lone supervisor and leaves a potential for risk and liability issues for the Service. The SAU is inadequate with respect to the management of sexual assault allegations in the Niagara Region. Members of the SAU are not in compliance with the Ministry's designated Ontario Major Case Management Manual and do not meet the standards outlined in the CSPA.

The Service was at the forefront of developing SAU mandates and now has fallen behind its comparators with respect to the management of sexual assault investigations, reducing its reputation in this field.

The benefits of the program change include:

Internal recruitment: It is the belief of investigators, both past and present, that the main deterrent from recruiting qualified investigators into the SAU revolves primarily around the

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volume of work, and less about the content. Increasing the authorized strength of the unit would resolve this challenge.

Succession Planning: When an experienced sexual assault investigator seeks advancement within the Service, they are replaced by a less experienced investigator. It takes a new investigator one to two years in the SAU to acquire the level of expertise and mandated training necessary to lead complex sexual assault investigations. This transition period of investigators is inevitable, but an increase in compliment within the SAU will leave it better positioned to handle major investigations during these periods of turnover without compromising investigations.

Advocacy: The Service works closely with community groups such as Gillian’s Place, Woman’s Place, the Niagara Sexual Assault Treatment Centre, and the Centre De Sante Communautaire. This requires adequate availability, which is only possible with adequate staffing levels.

The risks identified with not approving the program change include:

Risk of Delay: The R. v. Jordan timeline has prescribed the speed in which investigations need to be completed, elevating the importance of timely review and completion of files.

Depleted Resources: Insufficient staffing levels can also contribute to increased stress and burnout among personnel. This can diminish the overall effectiveness of members assigned to the unit.

Court Demands: In Niagara, there has been an increase in trial length and an associated increase in Superior Court jury trials. These trials often take longer to complete. What used to be scheduled two to three-day trials have become five days, and what used to be scheduled five to seven-day trials are taking multiple weeks.

Member Wellness: Due to the nature and number of sexual abuse investigations conducted by SAU investigators, their mental health and wellness need to be considered. Repeated exposure to the subject matter of sexual abuse can have a negative impact on the outlook on the world, and the people in it.

Budget Impact:

Account Description	Annual	Total
Salary	\$435,746.00	\$242,560.00
Benefits	110,566.00	58,013.00
Other	21,150.00	12,750.00
Total	\$567,462.00	\$313,323.00

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Comparator Information:

Service to Service SAU Comparison

Service	Criminal Investigations (2024)	Staffing level	Case per Inv
Niagara Regional Police Service	436	8	55
Hamilton Police Service	450	11	41
Waterloo Police Service	400	18	22

Service to Service Child Abuse Sexual Assault (CASA) team comparison

Service	Criminal Investigations (2024)	Staffing level	Case per Inv
Niagara Regional Police Service (hypothetical CASA team)	709	15(SAU/CAU)	47
Durham Regional Police Service	576	16	38
Halton Regional Police Service	533	14 + 2 civilians + 4 D/C's 2026	41
Hamilton Police Service (hypothetical CASA team)	781	20(SAU/CAU)	39
London Police Service	231	13	19
Peel Regional Police Service	600	31	20
Waterloo Regional Police Service (hypothetical CASA team)	986	27(SAU/CAU)	37
York Regional Police Service	479	21 + unspecified 2026 expansion	24

As detailed in the above charting, the Service is understaffed in relation to all 7 comparators. The SAU alone investigated 436 sexual assault allegations in 2024. For additional comparison to CASA teams, the Service's CAU investigated 273 allegations of child physical and sexual abuse. The volume of investigations conducted by what could constitute a Service CASA team totaled 709 in 2024, surpassing all comparator CASA teams.

Statistical analysis conducted by Corporate Analyst Dr. Hector Perez, predicts an ongoing upward trajectory in volume of investigations to be conducted by the SAU. It is anticipated that the Service will have to manage 600 annual sexual assault investigations by 2030. For context, that projection mirrors the current investigative volume handled by an entire Peel Regional Police Service CASA team of 30 investigators in 2024.

Appendix 3 .05 – 2026 Revised Operating Budget Program Changes

Program No .05

Program Name:

Child Abuse Unit

Summary of Request including Authorized Strength Impact:

Increase by 1 Detective Sergeant starting April 1, 2026, 1 Detective Constable starting July 1, 2026, and 1 Detective Constable starting October 1, 2026

Business Rationale:

The Niagara Regional Police Service (Service) Child Abuse Unit (CAU) currently consists of one Detective Sergeant, and six Detective Constables. The unit is overseen by the Special Victims Unit Staff Sergeant, who also oversees the Sexual Assault Unit, Human Trafficking Unit and Offender Management.

The current staffing levels coupled with the ongoing improvements in understanding the methodology of interviewing and interacting with children, has increased the amount of time spent on any given investigation. The growth of smart phones, technology, and different phone applications has given rise to the volume of information that needs to be processed once a phone is given voluntarily by a victim or a warrant is sought for an accused phone. The advent of the “Jordan” application has created a strict timeline imposed by the courts, which shortens the time an investigator must compile their complete investigation. The Training Regulation (O. Reg. 87/24) Guidance Document from the Community Safety and Policing Act, 2019, has laid out strict timelines for training requirements for numerous investigative units, which includes the CAU.

The role and responsibilities of the Detective Sergeant in the CAU has increased as well. The increase in case load monitored by each Detective Sergeant has grown in addition to the administrative load. The volume of investigative work completed by the investigators that needs to be reviewed has drastically increased. An increase in the administrative workload occurred with the structural changes to the Special Victims Unit office at the beginning of 2025.

This request will assist with creating a manageable workload for the investigators as well as succession planning within the Service.

The benefits of the program change include:

Disclosure: The advent of the “R. v. Jordan” timeline has created a strict timeline imposed by the courts, which shortens the time an investigator must compile their total investigation. Any failure to meet the timeline of disclosure, which is six months, causing a dismissal would be an

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abysmal result for any child victim and their family. Adequate staffing is required to meet this timeline for every case.

Warrants and Production Orders: Warrant writing has continued to be a developing issue with CAU investigations. In 2024, there were 50 search warrants/production orders written, as well as 6 DNA warrants. Adequate staffing is required to produce high quality warrants and production orders. Up until July 1, 2025, the CAU has written 40 search warrants/production orders and 2 DNA warrants. Given these trends, it should be expected that in 2025, 80 search warrants/production orders and 4 DNA warrants will be written. However, given some significant investigations in 2025, which include the Todd Williston investigation that involved over 20 victims and 111 charges being laid against Williston. The anticipated search warrants/production orders and DNA warrant count are expected to go much higher. These types of laborious investigations are anticipated to become more frequent given the digital age we live in and the evidence that goes along with such technology.

Court Preparation: Prior to the court date, the officer in charge of the case will meet with the victims and their families to discuss any updates on the case. There are also meetings and discussions with the Crown about any pertinent information or possible disclosure that is required. Additional staffing will allow for adequate court preparation.

Community Partnerships: The CAU works closely with partners such as Family and Children Services and the Kristen French Child Advocacy Centre. Building these relationships will be prioritized.

The risks identified with not approving the program change include:

Workload: The caseload at the Service is currently unsustainable.

Member Wellness: When factoring in leave, court, and other duties that remove an officer from being able to take an assigned case, that amounts to more than one new investigation per week. This continuous exposure to graphic material takes a toll.

Budget Impact:

Account Description	Annual Cost	Total
Salary	\$435,746.00	\$242,560.00
Benefits	110,566.00	58,013.00
Other	21,150.00	12,750.00
Total	\$567,462.00	\$313,323.00

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Comparator Information:

Service	Investigations	Staffing Level	Case Per Inv.
Niagara Regional Police Service	273	7	46
Waterloo Regional Police Service	586	9	73
Hamilton Police Service	331	9	41

Services operating under a Child Abuse Sexual Assault (CASA) format:

Service	Investigations	Staffing Level	Case Per Inv.
Niagara Regional Police Service (hypothetical CASU Model)	709	15(SAU/CA U)	47
Durham Regional Police Service	576	16	38
Halton Regional Police Service	533	14	41
Hamilton Police Service (hypothetical CASU Model)	781	20(SAU/CA U)	39
London Police Service	231	13	19
Peel Regional Police Service	600	31	20
Waterloo Regional Police Service (hypothetical CASU Model)	986	27(SAU/CA U)	37
York Regional Police Service	479	21	24
Durham Regional Police Service	576	16	38
Peel Regional Police Service	600	31	20
London Police Service	231	13	19

It should be noted that not every Service has the same statistical division between call types. Also, there was ambiguity with which call types the specific units would take. For example, the Waterloo Regional Police Service appears to have a drastic increase compared to every other Service. They also have a smaller defined mandate compared to the Service: theirs involves only offences by a person in a position of trust, whereas the Service includes any sexual offence on a child, neglect where serious injuries result, and assisting other units or police services. The population of Waterloo Region is 673,910 (2023), which makes the disparity in investigations seem to be due to population differences.

The cases per investigator were divided among the full-time Detective Sergeants and full-time Detective Constables, as the other police services had investigating Detective Sergeants. On removing the Waterloo Regional Police statistics, the Service has more cases per investigator than any other police service.

Appendix 3 .06 – 2026 Revised Operating Budget Program Changes

Program No .06

Program Name:

Collision Reconstruction Unit

Summary of Request including Authorized Strength Impact:

Increase by 3 Detective Constables starting April 1, 2026

Business Rationale:

The Collision Reconstruction Unit (CRU) has six Detective Constables and one Detective Sergeant to investigate collisions involving serious injuries and/or fatalities. CRU investigations may require many resources (block roadways) from uniform patrol for an extended period. When uniform patrols are assisting CRU, they are not able to respond to calls for service, which impacts the response times that the public experience and translates to the other patrol officers responding to more calls. The current staffing in CRU requires them to respond to collision during nonscheduled work hours. By expanding CRU, Detectives' response times would be greatly decreased allowing uniform members to respond to calls in a timelier manner. CRU would follow a schedule that would provide improved coverage, reducing time spent holding scenes.

CRU is responsible for:

- Attend all fatal and life-threatening collision – serious injuries and beyond.
- Fail to remain collisions – serious personal injuries and above.
- Departmental collisions – serious personal injuries and above.
- Completion of blood warrants for impaired driving offences
- Support to Investigative Services, Homicide, CIB, Frontline Patrol.
- Insurance CRU reports

Working in CRU requires specialized training. The examination of accident scenes, collection of evidence, and report writing all require extensive training and experience. It is, therefore, particularly advantageous to recruit and retain members with specific aptitudes. Accordingly, it is critical that Niagara Regional Police Service (NRPS) right-size CRU to allow for succession planning, mentorship, and workload management (investigative, report writing, and court time).

The benefits of the program change include:

- **Service delivery:** Additional resources within CRU increases the amount of work being done by subject matter experts rather than uniform patrol, which in turn increases uniform patrol's availability to attend other calls for service.
- **Workload:** Record number fatal and life-threatening collisions not seen in nearly 20 years continues as recorded up to October 1, 2025. CRU has investigated and assisted

Appendix 3 .06 – 2026 Revised Operating Budget Program Changes

with 33 fatal collisions and responded to another 14 calls for service of a life-threatening nature. This translates to over 5 Fatal investigations per Detective. Should this trend continue for Q4, CRU will have seen a 50% increase in combined fatal and life-threatening collisions when compared to 2022 and 2023 reporting. CRU Detectives have a significant portfolio of open historical and current case files which include a combined 18 Criminal and Provincial Charges for 2025. Blood Warrant responsibilities for the NRPS and court attendance all contribute to increased workload; however, are unavoidable. It is therefore crucial to the sustainability of the Unit that CRU decrease its workload per member that aligns more closely with comparable Services.

- **Member Wellness:** Decreased workload and improved schedules will reduce burnout, improve work-life balance, and reduce other stressors associated to the responsibilities of the job.
- **Mentorship:** Reduced time on the scene of each incident will increase the opportunities for mentorship which will prepare new and experienced Detectives for court testimony and help develop the skills of understanding and analyzing collision data.

The risks identified with not approving the program change include:

- **Overtime:** Insufficient staffing and/or scheduling inefficiencies leads to increased overtime costs.
- **Health & Safety:** Burnout and fatigue could lead to increased sick leave.
- **Reputation of the Service:** Insufficient staffing could lead to reduced quality of reports, lower conviction rates, and thus reduced public trust.
- **Departmental Turnover:** Extended periods of high stress and poorer working conditions relative to other departments could lead to increased requests to leave the department leading to knowledge drain and weak succession planning.

Budget Impact:

Account Description	Annual	Total
Salary	\$431,326.00	\$334,943.00
Benefits	116,196.00	85,478.00
Other	5,700.00	5,250.00
Total	\$553,222.00	\$425,671.00

Comparator Information:

Agency	Authorized Strength	2024 No. of Fatalities 2024
Niagara Regional Police	7	24
Durham Regional Police Service	8	17

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Agency	Authorized Strength	2024 No. of Fatalities 2024
Halton Regional Police Service	8	8
Hamilton Police Service	8	10
London Police Service	15	12
PEEL Regional Police Service	16	43
Waterloo Regional Police Service	24	15
York Regional Police Service	12	31

Appendix 3 .07 – 2026 Revised Operating Budget Program Changes

Program No .07

Program Name:

Forensic Services

Summary of Request including Authorized Strength Impact:

Increase by 1 Detective Sergeant starting July 1, 2026

Business Rationale:

The Niagara Regional Police Service (NRPS) Forensic Services Unit (FSU) is currently composed of 1 Staff Sergeant (day duties), 1 Detective Sergeant (day duties) and 12 Detective Constables assigned to follow the uniform platoon schedule with 3 Detective Constables per shift. It is recommended that the FSU staffing increase by 1 detective sergeant to increase supervision and increase the authorized strength based on the current caseload.

The mandate of the NRPS FSU includes, but is not limited, to the following:

- examination/photography of crime scenes, body site searches, or those scenes where the FSU assistance is required (e.g., accidental death where an inquest is likely).
- examination of articles for fingerprints and/or physical evidence.
- collection and evaluation of physical evidence (or assisting in its collection) and submission of exhibits to the Centre of Forensic Sciences.
- photography of victims, property, and accused person relevant to an investigation.
- comparison of fingerprint/footwear impressions, physical matches, and identification of this evidence if possible.
- preparation and presentation of forensic evidence (i.e., photos, charts, scale drawings etc. for Court).

In recent years, FSU has seen a dramatic increase in workload. A homicide 10 to 15 years ago required the collection of biological samples, photographs, fingerprint searches, and a scene demand of 1 – 2 days. Court demands were similar in nature. Today, a scene investigation could involve several teams, expert assistance and holding a scene for a week or more. The forensic investigation itself involves new and evolving investigative techniques such as Blood Pattern Analysis, DNA collection, Luma Light technology, new video and photographic technology (FARO 3D scanner), along with many of the new advancements in forensics.

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The general workload of FSU has grown to include the training, oversight, and management of the Scenes of Crime Officer program, the collection and processing of DNA samples from accused, responsibility for logistics such as DNA kits and sexual assault kits, and an increased technological burden that comes along with new and emerging digital technology.

The benefits of the program change include:

Service Delivery: An increase in the authorized strength of the unit will increase the amount of time available per file and the speed at which each file can be addressed.

Span of Control: The span of control would be reduced.

The risks identified with not approving the program change include:

Overtime Costs: The large uptick in overtime that was witnessed in 2024, lends itself to the increased forensic work being done at homicide scenes, crime complexities, and the expectations of the legal system.

Member Wellness: Given the high workload and graphic material that FSU deals with, member wellness is a real concern.

Training Requirements: FSU members are required to not only obtain specialized training and recertification (e.g., Blood Pattern Analysis, Clandestine Laboratory Investigation, Identification of Human Remains), but they are required to continue to keep these certifications up-to-date by attending annual courses and FSU recertification examinations that are undertaken every three years to be able to work as a forensic identification officer in the Province of Ontario.

Budget Impact:

Account Description	Annual	Total
Salary	\$157,117.00	\$83,215.00
Benefits	39,012.00	19,506.00
Other	1,800.00	1,500.00
Total	\$197,929.00	\$104,221.00

Comparator Information:

Agency	Authorized Strength
Niagara Regional Police	14
Durham Regional Police Service	18
Halton Regional Police Service	25
Hamilton Police Service	22
London Police Service	15
Peel Regional Police Service	43
Waterloo Regional Police Service	19
York Regional Police Service	41

Appendix 3 .08 – 2026 Revised Operating Budget Program Changes

Program No .08

Program Name:

Emergency Management and Planning Unit

Summary of Request including Authorized Strength Impact:

Increase by one Staff Sergeant starting January 1, 2026

Business Rationale:

The Niagara Regional Police Service (Service) recommends the addition of one Sergeant and one Constable to its Emergency Management and Planning Unit (EMPU). These new positions are essential to enhancing the Service's capacity to meet its legislated obligations under the Provincial Extreme Incident Response Plan, and to align with the objectives outlined in the Service's Strategic Plan. The need for increased staffing is further driven by the escalating complexity of emergency preparedness and response activities across the Niagara Region, including planning for large-scale events, natural disasters, acts of terrorism, cyber threats, and other emerging risks.

The Niagara Region is home to a vast network of critical infrastructure, including power generation facilities, cross-border transportation corridors, large-scale public venues, and agricultural and industrial assets. As such, it faces a unique set of vulnerabilities that require specialized, proactive, and coordinated emergency planning efforts. The revised expansion of the EMPU will enable the Service to respond and adapt effectively to extreme incidents, ensuring that the Service can fulfill its leadership role in regional emergency management initiatives. This will include strengthening inter-agency coordination, conducting comprehensive risk assessments, enhancing continuity planning, and improving operational readiness.

In doing so, the EMPU will play a critical role in safeguarding public safety, protecting vital infrastructure, and building regional resilience. The revised personnel will not only contribute to the operational efficiency of the unit; but will also serve as key resources for training, community engagement, and collaborative planning with municipal, provincial, and federal partners. These investments are necessary to ensure the Service is equipped to manage the demands of an increasingly complex emergency management landscape and to uphold its commitment to community safety and service excellence.

The benefits of the program change include:

Enhanced Preparedness: These new members will provide the operational bandwidth required to proactively identify, assess, and plan for a wide array of potential hazards, from natural disasters to complex security threats.

Enhanced Training: Currently, limited staffing prevents the EMPU from delivering a comprehensive emergency training and exercise program. With the revised increase in

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personnel, the Unit will be able to design, coordinate, and evaluate more frequent and sophisticated training exercises - both internally and with external partners.

Stronger Community Partnerships: Effective emergency management depends heavily on collaboration across jurisdictions and sectors. The revised personnel will provide the capacity necessary to build and maintain strong partnerships with municipal emergency planners, regional health authorities, provincial agencies, and federal partners.

The risks identified with not approving the program change include:

Legislative Obligations: Emergency plans are no longer a nice-to-have; they are required.

Community Safety: Without adequate emergency planning there is an undue risk of public safety as threats continue to increase in frequency and sophistication.

Member Wellness: The revised increase in staffing levels will allow a distribution of workload, allowing for better work-life balance, improved rest and recovery periods, and greater opportunities for professional development.

Budget Impact:

Account Description	Total
Salary	\$172,839.00
Benefits	45,836.00
Other	3,200.00
Total	\$221,875.00

Comparator Information:

Agency	Authorized Strength
Niagara Regional Police Service	5
Durham Regional Police Service	3
Halton Regional Police Service	1 (expansion anticipated in future budget cycles)
Hamilton Police Service	5
London Police Service	3
PEEL Regional Police Service	9
Waterloo Regional Police Service	5
York Regional Police Service	3

Appendix 3 .09 – 2026 Revised Operating Budget Program Changes

Program No .09

Program Name:

Marine and Underwater Search and Recovery Unit (USRU)

Summary of Request including Authorized Strength Impact:

Increase by 2 Constables starting April 1, 2026

Business Rationale:

The Marine Unit is recommending an expansion of 2 Constables in 2026 as the first phase of a multi-year plan. This Revised expansion of the unit would allow for simultaneous patrol on both Great Lakes, as well as added coverage to the waterway corridor between Canada and the United States. Adding divers to the team would allow for proper succession planning in this highly-skilled unit. This will ensure that safety at a dive site is not the responsibility of untrained units or Emergency Services.

Marine / USRU

- One Sergeant
- One Dive Coordinator (Constable)
- Six full-time Constables
- All members are fully-trained Marine Operators and Commercial Divers

Members are also responsible for:

- Tactical Support Group (supports Emergency Task Unit operations)
- Hazmat Response
- Police Marksman operators (one member)
- Explosives Disposal Support (two members)

The benefits of the program change include:

Geographic coverage: The current staffing levels do not allow for full coverage of Lake Ontario, Lake Erie, and the Niagara River at times when any of its staff are unavailable (on a call for service, annual leave, sick leave, training courses, etc.). By increasing the authorized strength, the unit will be able to expand its time with full coverage.

Succession planning: Specific training and certifications are required to be a member of the Marine/USRU Unit. Some of these can be time-consuming (e.g. to become a dive supervisor takes five years). There is a need to have sufficient members of the team to backfill when

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promotions occur, or members seek upward opportunities within the Niagara Regional Police Service (Service) outside the unit.

Enhanced safety: Because certain high-risk scenarios can take up to six members to prepare for and execute, there would no longer be sufficient manpower to operate a patrol on any of the aforementioned three waterways.

Uninterrupted Training: Having sufficient staffing is required to allow members to attend training courses. As it currently stands, if a call for service comes in, members may need to leave the training session incomplete to attend the call.

The risks identified with not approving the program change include:

Public Safety: Vast areas within our jurisdiction will remain under-patrolled. Communities will be left vulnerable and criminal activities will go undetected.

Chronic Staffing Shortages: Members will continue to bear the burden of chronic staffing shortages, leading to increased workloads, excessive schedule changes, and a heightened risk of burnout.

Leadership Gap: Without proactive intervention, the team risks a critical leadership and skills gap. An expansion of the unit would not only address current operational demands but also support effective succession planning. By bringing in new members now, the Service can ensure they receive the necessary training and mentorship to sustain safe and effective dive operations into the future.

Skills Gap: New team members will be able to begin the five-year training and mentorship process required to become dive supervisors. This proactive approach will support effective succession planning, mitigate future leadership gaps, and ensure the long-term sustainability of safe dive operations.

Member Wellness & Operational Effectiveness: With additional personnel, the team will have the capacity to manage both routine duties and emergency responses without overextending its current resources. It will also enable proper rotation of duties, reduce burnout, and improve overall operational readiness.

Budget Impact:

Account Description	Annual	Total
Salary	\$272,496.00	\$204,372.00
Benefits	74,465.00	55,849.00
Other	45,900.00	40,600.00
Total	\$392,861.00	\$300,821.00

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Comparator Information:

Agency	Authorized Strength	Waterways in Sq. Km
Niagara Regional Police Service	8	1,500
Durham Police Service	1 plus 6 part time	1,400
Halton Police Service	6	325
Hamilton Police Service	5 plus 5 part time	300
London Police Service	7	Not Available
Peel Regional Police	10 plus 8 part time	310
Waterloo Regional Polic	Services provided by Niagara Regional Police Service	Not Available
York Regional Police	11 plus 4 part time and 8 divers	400

Appendix 3 .10 – 2026 Revised Operating Budget Program Changes

Program No .10

Program Name:

Border Enforcement Security Task Force

Summary of Request including Authorized Strength Impact:

Increase by 1 Detective Sergeant starting January 1, 2026

Business Rationale:

The Niagara Regional Police Service (Service) re-engaging with Border Enforcement Security Task Force (BEST) is part of the plan to support the mandates of national and United States (US) law enforcement partners being implemented in response to recent initiatives to increase border security and enhance efforts in preventing criminality. The primary mission of BEST is to combat emerging and existing transnational criminal organizations through law enforcement collaboration to identify, investigate, disrupt, and dismantle these organizations at every level of operation. The BEST investigative model is a comprehensive response to the growing threat to border security, public safety, and Canadian and US security. BEST eliminates the barriers between law enforcement partners and closes the gap with international partners in multinational criminal investigations.

The benefits of the program change include:

Border Security: The sharing of information and the ability to act on both sides of the border, makes participation in BEST necessary and impactful for our communities.

Organized Crime: Organized Crime has become transnational in nature, and law enforcement partners must work together to effectively combat this type of criminal activity.

Law Enforcement Partnerships: Modern day criminality is often transnational and Niagara's proximity to the US makes it a focal point of illicit drugs, firearms, and human trafficking.

The risks identified with not approving the program change include:

Public Safety: Border security is of public interest in the current socioeconomic climate.

Lost Intelligence: Given the Service's proximity to the border and many partner law enforcement agencies, participation in BEST is most relevant to information sharing.

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Budget Impact:

Account Description	Total
Salary	\$157,117.00
Benefits	42,497.00
Other	850.00
Total	\$200,464.00

Appendix 3 .11 – 2026 Revised Operating Budget Program Changes

Program No .11

Program Name:

Tactical Flight Officers

Summary of Request including Authorized Strength Impact:

Increase by 5 Constables starting October 1, 2026

Business Rationale:

The addition of five Tactical Flight Officers (TFOs) to the Air Support Unit (ASU) will address the issue of limited aerial law enforcement presence. With dedicated TFOs onboard the Ontario Provincial Police helicopter, the unit can provide real-time intelligence, surveillance, and rapid response capabilities significantly mitigating threats such as smuggling, human trafficking, and illegal border crossings. This proactive approach reduces risks to ground officers and the public by minimizing direct confrontations and enabling safer, more strategic interventions. Furthermore, the TFOs' expertise in aerial operations will enhance situational awareness, improve decision-making, and ensure effective coordination during critical incidents while strengthening both public safety and border integrity.

This request is fully funded by a minimum 5-year Joint Air Support Unit Transfer Payment agreement with the provincial government beginning October 1, 2026.

The benefits of the program change include:

Service Delivery: The addition of five TFOs to the ASU will significantly enhance service delivery by ensuring faster response times, improved aerial surveillance, and more efficient coordination during emergencies and border security operations. This will allow the ASU to better serve the community by addressing incidents more effectively and reducing the impact of criminal activities.

Community Wellbeing: The presence of TFOs will also contribute to community wellbeing by fostering a sense of safety and security as residents will benefit from proactive crime prevention and quicker resolution of critical situations.

Continuous Improvement: These new positions support continuous improvement within the ASU by bringing specialized skills and fresh perspectives enabling the unit to refine its strategies, adopt best practices, and maintain high operational standards.

The risks identified with not approving the program change include:

Response Times: If the request for additional TFOs in the ASU is deferred, the most likely outcome would be a strain on existing resources, leading to slower response times, reduced aerial surveillance capabilities, and compromised border security.

Appendix 3 .11 – 2026 Revised Operating Budget Program Changes

Criminality: Deferral could result in increased criminal activities such as smuggling, human trafficking, and illegal border crossings posing greater risks to public safety and community wellbeing.

Community Trust: Without the enhanced support of TFOs, the ASU's ability to effectively monitor and respond to incidents would be limited, potentially eroding community trust, and hindering the unit's capacity for continuous improvement.

Budget Impact:

Account Description	Annual	Total
Salary	\$636,670.00	\$160,997.00
Benefits	166,560.00	44,479.00
Other	28,500.00	26,250.00
Grant Revenue	(831,730.00)	(231,726.00)
Total	\$0.00	\$0.00

Comparator Information:

Agency	Authorized Strength
Niagara Regional Police	5 (2026 request)
Durham Regional Police Service	7 Fulltime +7 Parttime
Halton Regional Police Service	8
Hamilton Police Service	No crew
London Police Service	No crew
PEEL Regional Police Service	16
Waterloo Regional Police Service	No crew
York Regional Police Service	Not Available

Appendix 3 .12 – 2026 Revised Operating Budget Program Changes

Program No .12

Program Name:

Central Holding

Summary of Request including Authorized Strength Impact:

Increase by net 5 (increase by 8 Sergeants, reduce by 3 Detective Sergeants) starting July 1, 2026

Business Rationale:

On May 4, 2014, The Niagara Regional Police Service (Service) implemented an interim Prisoner Management and Quality Assurance model, which incorporated some of the best practices being offered throughout the Province of Ontario with the goal of aligning the Service with the long-term facility model. The interim model introduced new, centralized prisoner management services and process changes that focused on increasing the quality of all Service crown briefs and reports.

At the time of this implementation, the primary location for the interim Central Holding Facility was 1 District, with 3 District serving as a backup/overflow holding facility. The Central Holding facility primary location then moved to the Service's Headquarters at 5700 Valley Way in Niagara Falls once it opened in 2016.

The Central Holding organizational structure included 1 Staff Sergeant, 8 Sergeants, and 12 Special Constables (3 per platoon). The breakdown of staffing per platoon under this structure was as follows:

- 2 Sergeants, one booking and one admin.
- 3 Special Constables for prisoner care and management.
- Total of 5 members (2 Police Sergeants and 3 Special Constables).

The booking Sergeant was responsible for the booking of prisoners coming into Central Holding, overseeing their care and wellbeing, and facilitating phone calls from a variety of different stakeholders including Service units (CPIC, Charge Coordinators, Courts), defence lawyers, social assistance groups (e.g., John Howard Society), among others.

The administrative (admin) Sergeant was responsible for the real time review of Crown Brief packages and provided guidance to officers while preparing their briefs. The admin Sergeant was also responsible for answering phone calls from the parties mentioned above. In the morning, the admin Sergeant would provide valuable assistance to the Charge Coordinators, ensuring Crown Brief packages were free of errors prior to the creation of Information's to be sent to courts.

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Both Sergeants provided a police presence in the cell block, which provided guidance and experience relating to policing best practices, as well as providing an armed presence within the cell block. The Special Constables were responsible for prisoner care and management, which included conducting cell checks, moving prisoners to and from phone rooms for calls with their lawyer/social assistance groups, transporting prisoners to detention facilities, and providing prisoners with general care and assistance. When one of the Sergeants was off for their scheduled shift, whether it be annual leave or illness, another Sergeant would be hired on overtime to fill the shift and maintain staffing levels.

In May 2023, a new Central Holding Model was implemented, which changed the organizational structure of Central Holding and the roles and responsibilities within. The 8 Sergeant positions (2 per platoon) were removed and replaced with 4 Special Constable Supervisors (1 per platoon). Not only did this reduce the total staffing complement in Central Holding by one member, but it also removed all police presence from the Unit.

- The breakdown for staffing per platoon under the new structure is as follows:
 - 1 Special Constable Supervisor
 - 3 Special Constables
 - Total of 4 members (all Special Constables, no police presence)

The responsibilities of the Booking Sergeant were taken over by the Special Constable Supervisor. This includes the booking of prisoners, supervising staff, ensuring cell checks are completed on time, and answering the phones. They are also providing guidance to officers on charges and processes that should be the role of a Sergeant, who has the desired knowledge, skills and abilities.

Shortly after the new Central Holding Model was introduced, several unforeseen shortcomings and gaps began to be identified with the changes. In May of 2024, Dr. Perez conducted a statistical business analysis using a years' worth of data to identify and address these issues. Some of the identified shortcomings and risks included knowledge and training, supervision, prisoner safety, member wellness, and efficacy.

A recommendation was borne from this statistical business analysis that will close the identified gaps and risks to the Service. It is from this recommendation that the NRPS is requesting funding in the 2026 budget to reintroduce uniformed police Sergeants back into the Central Holding Unit. This would mean that each platoon complement in 2026 would include:

- 1 Booking Sergeant
- 1 Administrative Sergeant
- 1 Special Constable Supervisor
- 3 Special Constables
- Total of 6 members per platoon, including a police presence

Appendix 3 .12 – 2026 Revised Operating Budget Program Changes

The benefits of the program change include:

Knowledge & Training: Special Constables receive four hours of In-Service Training per year which includes defensive tactics and de-escalation techniques, compared to the two+ days received by sworn Police Officers.

Supervision: Reintroducing sworn supervisors will improve accountability and performance.

The risks identified with not approving the program change include:

Prisoner Safety: The priority of Central Holding is the safety and security of prisoners, members and the public. A recent inquest into the death of a person in custody resulted in a number of recommendations, of these recommendations four reference either cell checks or staffing requirements in Central Holding. One specific recommendation was:

- Evaluate staffing requirements to enhance in-cell prisoner monitoring.

Our evaluation has resulted in a workload review to enhance safety and security of the prisoners as well as quality of crown briefs resulting in the request before you.

Member Wellness: The increase in demands placed upon the Special Constables in Central Holding, paired with the decrease in staffing has negatively affected their job satisfaction and wellness in many respects.

Efficacy: Without the centralized, real-time review of crown briefs and collaborative working relationship with the Case Prep Specialists (formerly referred to as Charge Coordinators), it has resulted in Case Prep receiving incomplete or inaccurate crown brief packages and having to seek assistance from district Staff Sergeants to have corrections made.

Budget Impact:

Account Description	Annual	Total
Salary	\$1,596,173.00	\$804,962.00
Benefits	339,978.00	156,047.00
Other	45,600.00	23,200.00
Subtotal	1,981,751.00	984,209.00
Repurposed Positions	(769,544.00)	(395,464.00)
Total	\$1,212,207.00	\$588,745.00

Appendix 3 .12 – 2026 Revised Operating Budget Program Changes

Comparator Information (Note – all police services have slightly different models for how they house prisoners and process Crown Briefs, so comparator data is not easily comparable. A very general, high level comparator chart is provided below) :

Agency	Authorized Strength per Platoon
Niagara Regional Police Service	3 Special Constables, 1 Special Constable Supervisor
Durham Regional Police Service	1 Police Constable, and 3 Special Constables
Halton Regional Police Service	1 Special Constable Supervisor and 3 Special Constables
Hamilton Police Service	1 Sergeant, 2 Special Constables, and 1 Cadet
London Police Service	1 Sergeant and 5 Special Constables
Peel Regional Police Service	Not Comparable -decentralized model
Waterloo Regional Police Service	1 Sergeant and 5 Special Constables
York Regional Police Service	Not Comparable -decentralized model

Persons in Custody:

Service	2021	2022	2023	2024	Total
Niagara Regional Police Service	3,626	3,853	3,984	4,274	15,737
Durham Regional Police Service	2,459	2,682	3,055	3,266	11,462
Halton Regional Police Service	2,832	2,992	3,223	3,213	12,260
Hamilton Police Service	3,945	3,744	3,662	3,568	14,919
London Police Service	4,419	4,496	4,569	4,758	18,242
Waterloo Regional Police Service	Not Available	4,235	4,041	4,069	12,345
Peel Regional Police Service	Not Available	Not Available	Not Available	Not Available	Not Available
York Regional Police Service	Not Available	Not Available	Not Available	Not Available	Not Available

Appendix 3 .13 – 2026 Revised Operating Budget Program Changes

Program No .13

Program Name:

Major Case Management Specialists

Summary of Request including Authorized Strength Impact:

Increase by 4 civilian Major Case Management (MCM) Specialists starting July 1, 2026

Business Rationale:

The Niagara Regional Police Service (Service) is committed to enhancing compliance with Ontario's MCM Policy through a structured, intelligence-led approach. The Crime Analysis Unit plays a crucial role in supporting homicide and violent crime investigations, ensuring data integrity, and identifying crime trends.

Crime Analysis Unit:

- 8 analysts, supervised by 1 manager: homicide, intelligence, districts, and violent crime.

Existing Workload Challenges:

- Failing to meet Ministry deadlines (overdue workflow) and unacknowledged notifications.
- 50% of analysts (4) perform PowerCase data entry.

Overburdened analysts spend 60-100% of their daily workload on PowerCase data entry.

- Regulated by the Community Safety Policing Act (CSPA) under O. Reg. 394/23, currently the Service is falling short of compliance. This will increase with disclosure through PowerCase and cause burnout.

The benefits of the program change include:

Compliance: a recent audit shows over 6,000 notifications behind; this is a liability to the Service as these links could potentially identify suspects and/or link cases.

Investigative Efficiency: Crime Analysts are currently spending approximately 50% of their time on data entry. The creation of these positions will allow the analysts to focus on analytical tasks.

Workload Distribution: Improves workflow efficiency between the Homicide, Special Victims, and Crime Analysis Units.

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The risks identified with not approving the program change include:

Non-Compliance with the CSPA: Failure to meet the 30-day data entry requirement mandated by the Ontario MCM Policy leads to delays and risks of non-compliance.

Overtime Costs: Deferral of this request would mean the continued use of overtime.

Workload: The Service is the only police service reviewed that does not utilize any PowerCase data entry full-time equivalent in support of its Crime Analysts. Growing case backlog and overtime expenses indicate an unsustainable workload, the Service is currently not able to meet the 30-day deadline.

Member Wellness: Burnout risk for analysts; balancing data entry and crime analysis, which is currently unsustainable.

Departmental Efficacy: Reduced efficiency in violent crime investigations, limiting proactive policing efforts.

Knowledge Retention: No succession planning, making it harder to maintain continuity in analytical roles.

Budget Impact:

Account Description	Annual	Total
Salary	\$371,559.00	\$187,915.00
Benefits	122,309.00	59,728.00
Other	-	-
Total	\$493,868.00	\$247,643.00

Comparator Information:

Service	2024 Submissions	Information Coordinator	Crime Analysis	PowerCase Disclosures
Niagara Regional Police Service (incl. request)	659	4	8	4
London Police Service	442	4	6 + 5	22
Halton Regional Police Service	202	2	9.5 + 8	Adobe
Waterloo Regional Police Service	704	4	10 + 6	Unknown
Hamilton Police Service	812	6	7 + 4	8
Durham Regional Police Service	1,540	9.5	9 + 7	Adobe
York Regional Police Service	801	9	26	44
Peel Regional Police Service	1,535	8	19	20

Appendix 3 .14 – 2026 Revised Operating Budget Program Changes

Program No .14

Program Name:

Paralegal

Summary of Request including Authorized Strength Impact:

No new authorized strength by repurposing 1 Constable position into a Paralegal position starting January 1, 2026

Business Rationale:

This request seeks to address short-term and long-term issues of inconsistent support for legal matters involving civil claims against the Niagara Regional Police Service (Service) and its members. These issues present financial and reputational risks to the Service if they are not addressed.

Currently, there are two Constables, one Sergeant and one Civilian Clerk as authorized strength of the unit. Except for the Sergeant, both members have been out of the workplace for extended periods of time. Accommodated members have been brought in to replace these members, but they too have now been out of the workplace for extended periods or are only temporarily available. These sworn positions can be filled with accommodated members, which ensures improved frontline staffing, but this creates issues of decreased reliability and inconsistent support for civil matters. The addition of a civilian Paralegal position would address these issues and provide a higher level of expertise and consistency while saving costs.

The benefits of the program change include:

Expertise: Responses to legal matters requires suitable training and work experience. A Paralegal would bring that expertise.

Consistency: A professionally trained Paralegal would generate a consistent approach and a stabilizing voice for the unit.

Timeliness: The addition of a civilian Paralegal position will enhance the Service's response to civil claims, ensure that important details and deadlines are not missed, and provide support to the Region's legal department and the Service's General Counsel.

The risks identified with not approving the program change include:

Knowledge Loss: The frequent turnover of positions within the Policy & Risk Unit is causing inconsistency and unnecessary delays in completing tasks. A consistent civilian presence would prevent this.

Appendix 3 .14 – 2026 Revised Operating Budget Program Changes

Proficiency: The length of time to become efficient and knowledgeable in this position is extensive, which is not ideal for short-term backfills and a Paralegal will be able to provide a level of expertise and consistency that is currently not being achieved.

Budget Impact:

Account Description	Total
Salary	\$97,510.00
Benefits	31,461.00
Other	-
Subtotal	128,971.00
Repurposed Position	(161,346.00)
Total	(\$32,375.00)

Comparator Information:

Agency	Authorized Strength
Niagara Regional Police	1 Sergeant 2 Constable 1 Civilian Clerk
Durham Regional Police Service	Not Available
Halton Regional Police Service	Not Available
Hamilton Police Service	1 Lawyer
London Police Service	Not Available
PEEL Regional Police Service	Not Available
Waterloo Regional Police Service	Legal Services & Risk Management Unit consists of: 1 Senior Director 1 Lawyer 1 Civil Law Clerk 1 Auditor 1 Legal Administrative Assistant
York Regional Police Service	4 Lawyers (1 General Counsel, 1 Senior Counsel and 2 Counsel) 1 Law Clerk 2 Legal Assistants

Appendix 3 .15 – 2026 Revised Operating Budget Program Changes

Program No .15

Program Name:

CAD/GIS Analyst

Summary of Request including Authorized Strength Impact:

Increase by 1 CAD/GIS Analyst starting January 1, 2026

Business Rationale:

The current CAD/GIS Analyst position is already handling many responsibilities including quality assurance, application development, data management, and user support. The Service's commitment and investment in the Environmental Systems Research Institute (ESRI) enterprise platform require dedicated attention for maintenance and support, which the current analyst is not be able to provide due to their existing workload.

The transition to Next Generation 9-1-1 places even greater demands on the Geographic Information Systems (GIS), as accurate and current spatial data will be essential for routing emergency calls, identifying caller locations, and dispatching resources effectively. At the same time, upcoming GIS changes and standardization requirements will significantly increase the need for continuous data validation, integration with provincial and federal datasets, and adherence to strict accuracy thresholds. Ensuring the accuracy and integrity of GIS data during this transition is critical for both public and officer safety.

A full-time dedicated CAD/GIS Analyst can focus on maintaining high data standards, supporting NG 9-1-1 GIS compliance, and regularly updating and upgrading GIS applications and data, which are necessary to keep the system efficient and reliable, and ready for future demands.

In addition to NG 9-1-1 GIS support and standards compliance, there are several identified strategic projects where the additional position will critically support the advancement of the following initiatives:

- Crime Analysis & Mapping (hotspot mapping, crime density and heat maps, gun crime and gang activity mapping)
- Patrol & Resource Optimization (GIS data to forecast where crimes are likely to occur and proactively allocate resources)
- Traffic & Collision Analysis (high-risk collision area mapping, various studies through spatial analysis, etc.)
- Community Engagement & Transparency (public crime mapping dashboards, open data portal, community policing analysis, etc.)

Appendix 3 .15 – 2026 Revised Operating Budget Program Changes

The Service considered a potential partnership with the Region; however, the presence of highly sensitive and confidential information within our systems, including from Shared Service Partners, significantly limits the feasibility of this option.

The benefits of the program change include:

Enhanced Performance: Hiring another Analyst means the ESRI GIS system can run efficiently and more reliably.

Stronger Support & Analysis: The Analyst would help with data analysis, creating custom maps, preparing detailed reports, and assisting with current and new projects/initiatives. This helps management and officers make better decisions using clear, location-based data.

Increased Innovation: With more capacity, the team can advance GIS tools and technologies, keeping the Service ahead in public safety mapping and analysis.

Improved Support: The Analyst will allow the Service to provide enhanced training and support to Crime Analysts, Real Time Operations Centre Analysts, and other members to improve overall GIS knowledge and usage across the organization.

Shared Funding: St. Catharines Fire has verbally agreed to cover 50% of the cost for this role, which makes the position more affordable and shows there's a shared need and support for the role.

The risks identified with not approving the program change include:

Project delays and Capacity Limits: - Ongoing weekly overtime to meet minimum workload.

Member Wellness: Work overload leads to errors, burnout, reduced output, and attrition risk.

Operational Delays & Service Gaps: Slower updates for GIS related mappings, single point of failure, and no backup during absences are leading to critical GIS services being at risk.

Loss of Strategic GIS Capability: Crime analysis and strategic mapping initiatives may stall.

Missed Opportunities for Innovation: GIS initiatives like real-time dashboards, crime analysis, and mapping may not be fully explored or implemented due to lack of capacity.

Budget Impact:

Account Description	Total
Salary	\$99,820.00
Benefits	31,902.00
Other	600.00
Subtotal	132,322.00
Revenue	(66,161.00)
Total	\$66,161.00

Appendix 3 .15 – 2026 Revised Operating Budget Program Changes

Comparator Information:

Agency	Authorized Strength
Niagara Regional Police (incl this request)	2
Durham Regional Police Service	1
Halton Regional Police Service	2
Hamilton Police Service	1
London Police Service	1
PEEL Regional Police Service	3
Waterloo Regional Police Service	1
York Regional Police Service	2

Appendix 3 .16 – 2026 Revised Operating Budget Program Changes

Program No .16

Program Name:

Procurement Specialist

Summary of Request including Authorized Strength Impact:

No new authorized strength by repurposing 1 courier position into a Procurement Specialist position starting January 1, 2026.

Business Rationale:

The Quartermaster Unit (QM) is divided into two sections - Distribution and Procurement. Both sections are working alongside one another to provide the most efficient supply solution available to the Niagara Regional Police Service (Service).

Distribution

- Distribution of all police equipment including clothing, specialty equipment, stationery, medical supplies, and personal protective equipment.
- Fittings for all new hires and promotions; both sworn and civilian.
- Receiving all new orders and stocks for future distribution.

Procurement

- Informal procurement of low value items.
- Assisting the Region with formal procurement including: Request for Proposals, Request for Tenders, and Request for Quotation.
- Active membership in the Police Cooperative Purchasing Group.
- Processing of all furniture requests.
- Facilitating all minor building renovations.
- Submission and tracking of all facility work orders.
- Managing the NRPS Tuck shop.

The primary reason for this request is to provide the Service with a dedicated role for building and facilitating formal procurements, including strategic formal procurement planning and maintenance of contract documentation. With the elimination of the Facilities Manager in 2016, additional facilities and asset management-related duties have occupied the Procurement Coordinator role in a volume that has limited the role's ability to focus on formal procurement and adherence to Police Service Board By-law 412-2024. In addition, because of the decentralized nature of the Service's procurement practices, the Service is constantly at risk of being in violation of the purchasing by-law and the trade agreements established by government. A dedicated resource to facilitate formal procurement adherence is a necessary resource forward-looking.

Appendix 3 .16 – 2026 Revised Operating Budget Program Changes

In addition to this, the Service has an element of risk associated with service-issued credit cards and their lack of internal review and audit. Due to limited capacity between the Materials Manager and the Procurement Coordinator, the risk associated with credit cards includes the limited ability to review transactions for formal procurement/vendor contract possibilities inability to properly educate users on the dos and don'ts of credit card use, and review for by-law compliance.

The benefits of the program change include:

Service Delivery: Reporting into the Procurement Coordinator, the Procurement Specialist would ensure the Service procures its needs properly for both informal and formal processes and liaises with the Region where required.

Public Trust: Ensuring that the Service spends its budget in the appropriate manner, as it relates to bylaws and procurement legislation, is key to maintaining community trust. It is also an important factor when dealing with local businesses who are interested in bidding on Service-related purchases in a fair and transparent manner.

Resource Allocation: Having a Procurement Specialist would help to reign in procurement and allow sworn and civilian departments to focus on their roles and less on procurement.

Knowledge Sharing: This role would also act as a resource for Service members when purchasing, providing technical support through PeopleSoft, and by educating members on the proper processes and importance of adhering to By-law 412-2024.

The risks identified with not approving the program change include:

Compliance: Should this program change request be deferred; the Service will continue to be at risk of non-adherence to Police Service Board By-law 412-2024 for all its procurement practices.

Single Point of Failure: QM currently has a single point of failure, which would be the Procurement Coordinator. If this individual is not available, the Service would be unable to facilitate formal procurement processes in a timely manner and has led to an unsustainable workload demand on this role in conjunction with its other duties related to fleet, facilities, QM stores, and asset management.

Budget Impact:

Account Description	Total
Salary	\$97,510.00
Benefits	31,460.00
Other	-
Subtotal	128,970.00
Repurposed Position	(109,750.00)
Total	\$19,220.00

Appendix 3 .16 – 2026 Revised Operating Budget Program Changes

Comparator Information:

Agency	Authorized Strength
Niagara Regional Police (incl this request)	4
Durham Regional Police Service	5
Halton Regional Police Service	Not Available
Hamilton Police Service	Not Available
London Police Service	Not Available
PEEL Regional Police Service	12
Waterloo Regional Police Service	4
York Regional Police Service	12

Appendix 3 .17 – 2026 Revised Operating Budget Program Changes

Program No .17

Program Name:

Corporate Strategy and Innovation

Summary of Request including Authorized Strength Impact:

Increase by 1 Business Analyst starting July 1, 2026

Business Rationale:

As policing evolves, data-driven decision-making, operational efficiency, and continuous innovation are essential for maintaining public safety and organizational effectiveness. The Corporate Strategy and Innovation Unit plays a key role in driving strategic initiatives, optimizing resources, and ensuring that the police service remains adaptable to emerging challenges. To enhance these efforts, the introduction of a Business Analyst (BA) will play the main role collecting and evaluating data to comprehend business requirements and procedures and pinpoint opportunities for enhancement within the Service. This will identify areas that can be improved to increase efficiency and better position the Niagara Regional Police Service (Service) to respond to the evolving technology and community demands.

A BA will work closely with the Corporate Analyst and other stakeholders to enhance continuous improvement, innovation, organizational excellence, and technology integration.

The benefits of the program change include:

Continuous Improvement:

- Conduct business needs assessments and workflow analysis to identify areas for efficiency gains.
- Develop process maps and recommend improvements in operations, administration, and service delivery.
- Work with various units (e.g., Finance, Human Resources, District Operations) to streamline processes and reduce redundancies.
- Assist in change management initiatives, ensuring smooth implementation of new processes.
- Collect, analyze, and interpret operational data to provide insights into trends, inefficiencies, and opportunities for improvement.
- Support evidence-based decision-making by developing performance metrics, key performance indicators (KPIs), and dashboards.

Appendix 3 .17 – 2026 Revised Operating Budget Program Changes

Innovation & Technology Integration:

- Research and assess new technologies, digital tools, and automation solutions that could enhance police operations.
- Support the implementation of artificial intelligence, data visualization, and predictive analytics for crime trend analysis and resource planning.
- Collaborate with Technology Services and external vendors to integrate new systems into operational workflows.
- Gather and analyze requirements to facilitate the implementation of innovative projects that focus on resolving emerging policing issues. Some of the examples of these at the Service are Hotspot Mapping, Body-Worn Cameras & Digital Evidence Management, Crime Trend Analysis & Predictive Policing, Offender Management, and Police Staffing & Workforce Optimization.

Organizational Excellence & Data-Driven Decision Making:

- Develop performance dashboards and reporting frameworks to track strategic initiatives and measure KPIs.
- Conduct benchmarking studies to ensure alignment with best practices in modern policing.
- Provide data-driven recommendations for policy development, staffing, and operational improvements.

The risks identified with not approving the program change include:

Workload: Currently, the Corporate Analyst is responsible for strategic planning, performance analysis, and continuous improvement initiatives. However, the increasing complexity of data, technology integration, and process optimization requires dedicated analytical support. Without a BA, the Service faces challenges in effectively measuring organizational performance, identifying operational inefficiencies, and leveraging emerging technologies to drive innovation.

Budget Impact:

Account Description	Annual	Total
Salary	\$101,739.00	\$51,652.00
Benefits	32,889.00	15,663.00
Other	-	-
Total	\$134,628.00	\$67,315.00

Appendix 3 .17 – 2026 Revised Operating Budget Program Changes

Comparator Information:

Police Service	Number of positions
Niagara Regional Police Service	1 (2026 Request)
Durham Regional Police Service	Not Available
Halton Regional Police Service	Not Available
Hamilton Police Service	2
London Police Service	2
Waterloo Regional Police Service	Not Available
Peel Regional Police Service	5
York Regional Police Service	Not Available

Appendix 3 .18 – 2026 Revised Operating Budget Program Changes

Program No .18

Program Name:

Digital Evidence Management (DEMS)

Summary of Request including Authorized Strength Impact:

Increase by 1 Staff Sergeant starting January 1, 2026

Business Rationale:

On January 23, 2025, the Niagara Regional Police Service (Service) presented to the Niagara Police Service Board (Board) an update on the use of Body Worn Cameras (BWC) by police services in Ontario and Canada. The report included an extensive analysis of pilot projects, evaluations of BWC implementations by other police services, peer-reviewed literature, and a proposal to undertake a community consultation to inform the public about the proposed program and identify the community sentiments, gather feedback on the proposal, and understand potential challenges and opportunities that could inform a future implementation of the program. The recommended proposal to conduct a community consultation was discussed and approved. The Board's resolution was: *"That the Niagara Regional Police Service Board approve the recommendations as set out in the report for consideration of the implementation and deployment of Body Worn Cameras (BWC) in 2026."*

As a result, the Service in collaboration with the Board designed and conducted an extensive community consultation to gather information about community sentiments, inclusive of Service staff members on the proposed BWC Program. The consultation was conducted from March 7 to April 4, 2025. For this consultation, the Service engaged with multiple partners, such as academics, community members, staff members, technology vendors, and other police services across the province and Canada to inform and develop the consultation.

The objective of the community consultation was to inform the public about the proposed program and identify the community sentiments, gather feedback on the proposal, and understand potential challenges and opportunities that could inform a future implementation of the program. This report was received by the Board on April 25, 2025.

The findings from the community consultation and surveys suggest a strong, yet nuanced, support for the proposed BWC program by the Service. Both community members and Service personnel recognize the potential for BWC to improve transparency, accountability, and public trust with clear advantages in evidence collection and officer safety. However, concerns related to privacy, data security, the potential for misuse, and the costs remain prevalent. Moving forward, it is essential for the Service to prioritize a transparent, inclusive, and culturally sensitive implementation strategy considering the diverse perspectives and concerns raised during the consultation. Furthermore, a robust change management strategy, inclusive of proper communication, training, and policy development will be critical to addressing potential challenges, mitigating privacy concerns, and ensuring the effective use of this technology.

Appendix 3 .18 – 2026 Revised Operating Budget Program Changes

Although the Body Worn Camera initiative will be deferred to 2027, as part of the 2026 Budget program enhancements the Service is recommending to add a Staff Sergeant to the DEMS Unit. DEMS Unit clerks are responsible for reviewing and preparing investigative evidence for court disclosure. This evidence may include 911 recordings, internal and external CCTV footage, in-car camera video, and—going forward—body-worn camera video.

While the civilian staff handle the preparation and disclosure of evidence, it is essential that supervision of this work be performed by sworn police personnel. Access to information obtained through these emerging technologies often involves judicial authorizations and requires coordination with members and external law enforcement agencies.

The supervisory role demands a comprehensive understanding of internal management systems such as Versadex, Axon Evidence, and the digital chain of custody process. In addition, the position requires strong knowledge of provincial and federal legislation pertaining to evidence collection, disclosure, court procedures, and relevant case law. Utilizing these competencies, the Staff Sergeant will liaise with investigators and Crown counsel to identify and resolve issues related to evidentiary material and ensure timely, accurate disclosure.

The benefits of the program change include:

Knowledge and Expertise: A sworn officer in the DEMS Unit will enable the Service to submit in-car camera video as evidence in real time providing an unbiased record of events, supporting investigations and court proceedings, and promoting transparency and accountability.

Enhance Collection and Submission of Evidence: A Sworn officer in the DEMS Unit will ensure that audio and visual recordings support evidence collection and improve recall during report writing in accordance with provincial and federal legislation.

The risks identified with not approving the program change include:

Technology: A Sworn Officer will continue to advance the Service in the utilization of technologies to support operational demand. Delaying the addition of a sworn officer in the DEMS Unit means falling behind as technology outpaces current practices, and police services lose opportunities to enhance transparency, efficiency, and accountability.

Budget Impact:

Account Description	Total
Salary	\$165,912.00
Benefits	45,836.00
Other	5,850.00
Total	\$217,598.00

Appendix 4: 2026 Revised Operating Budget

Authorized Strength Count

	Uniform	Civilian	Total
2025 Approved Authorized Strength	859	353	1,212
In Year Changes:			
• Secondment D/PC - CISO RIC	1	-	1
• Secondment D/PC - BDIT	1	-	1
• Repurpose Supt Corporate Services to Operational Services	-	-	-
• Repurpose S/Sgt Career Development to Professional Services	-	-	-
• Repurpose Benefits Specialist to Mgr. Total Rewards & HR Programs	-	-	-
• Repurpose Member Support Sgt to Emergency Mgmt. & Planning	-	-	-
• Repurpose Staff Sergeant (Frontline Expansion) to Sgt Emergency Mgmt. Planning	-	-	-
• Repurpose Cst. (Frontline Expansion) to Member Support	-	-	-
Total - 2025 Authorized Strength	861	353	1,214
2026 Program Changes:			
• Frontline Expansion (1 S/Sgt, 4 Sgt, 28 Cst.)	33	-	33
• Collision Reconstruction Unit (3 D/Cst.)	3	-	3
• Homicide Unit (1 Insp, 1 S/Sgt, 1 D/Cst.)	3	-	3
• Child Abuse Unit (1 D/Sgt, 2 D/Cst.)	3	-	3
• Sexual Assault Unit (1 D/Sgt, 2 D/Cst.)	3	-	3
• Forensic Services Unit (1 D/Sgt.)	1	-	1
• Major Case Management Specialists (4 N06)	-	4	4
• Human Trafficking Unit (1 S/Sgt, 2 D/Cst.)	3	-	3
• Emergency Management and Planning Unit (1 S/Sgt.)	1	-	1
• Border Enforcement Security Task Force (1 D/Sgt.)	1	-	1
• Marine and Underwater Search & Recovery Unit (2 Cst.)	2	-	2
• Tactical Flight Officers (5 Cs.t)	5	-	5
• Central Holding (8 Sgt, -3 D/Sgt)	5	-	5
• Paralegal (1 N07, -1 Cst.)	-1	1	-
• Procurement Specialist (1 N07, -1 N04)	-	-	-
• Business Analysts (1 N08)	-	1	1
• CAD/GIS Analyst (1 N08)	-	1	1
• Body Worn Cameras (1 S/Sgt.)	1	-	1
Total – 2026 Program Changes	63	7	70
2026 Revised Authorized Strength	924	360	1,284

Appendix 5: 2026 Preliminary Operating Budget Reserve Continuity Schedule

Schedule 1: Operating Budget Contributions To/From Reserve Funds

	2025 Approved Budget	In-Year Change	Capital Financing Strategy	2026 Proposed Budget	2026 vs. 2025 \$ Change	2026 vs. 2025 % Change
Expenditures for Transfers to Reserves:						
Vehicles and Equipment Replacement Reserve	2,255,000	-	(455,000)	1,800,000	(455,000)	-20.182%
Employee Future Benefits Reserve	-	-	-	-	-	0.00%
Contingency Reserve	250,000	-	-	250,000	-	0.00%
WSIB Reserve	200,000	-	-	200,000	-	0.00%
Capital Levy Reserve	2,250,000	-	1,045,365	3,795,365	1,045,365	46.46%
Total Reserve Expenditures	\$4,955,000	-	\$590,365	\$5,545,365	\$590,365	11.91%
Revenues from Transfers from Reserves:						
Accumulated Sick Leave Reserve	(120,000)	120,000	-	-	120,000	-100.00%
Contingency Reserve	-	-	-	-	-	0.00%
PSB Contingency Reserve	-			-	-	0.00%
Region Taxpayer Relief Reserve	-			-	-	0.00%
Total Reserves	\$(120,000)	\$120,000	-	-	\$120,000	-100.00%
Net Expenditures	\$4,835,000	\$120,000	\$590,365	\$5,545,365	\$710,365	14.69%
Impact on Annual Budget Increase						0.38%

Appendix 5: 2026 Preliminary Operating Budget Reserve Continuity Schedule

Schedule 2: Niagara Regional Police Service Reserve Fund Balance

	Estimated Balance at 1/1/2026	Transfer From/(To) Operating Budget	Transfer To Capital Budget	In-Year Planned Transfer	Estimated Balance at 12/31/2026
Future Liability -Accumulated Sick Leave (R)	110,491	-	-		110,491
Future Liability -Benefits (R)	4,152,398	-	-		4,152,398
Future Liability -WSIB (R)	4,469,590	200,000	-		4,669,590
Capital Levy -Vehicles and Equipment Replacement (R)	131,665	1,800,000	(1,721,500)		210,165
Capital Levy – Equipment Replacement (R)	824,953	3,295,365	(2,978,080)		1,142,238
Ontario Police Training Video Alliance Reserve (R)	40,517	-	-		40,517
Contingency Reserve -Police Service (Service)	1,348,620	250,000	-		1,598,620
Contingency Reserve – Police Service Board (Board)	242,119	-	-		242,119
Total Fund Balance	\$11,320,353	\$5,545,365	\$(4,699,580)		\$12,166,138
Less: Restricted (R) Fund Balance					(9,874,398)
Total Unrestricted Fund Balance					\$2,291,740

Explanation:

The reserve funds are managed in accordance with the Niagara Region's Reserve Fund Policy (C-F-013), which applies to all departments, agencies, boards and commissions. The policy outlines both the appropriate use and funding for all Reserve and Reserve Funds. The use of all Reserves and Reserve Funds requires approval of the Regional Treasurer and Council.

For the period ending December 31, 2026, the Niagara Regional Police Service (Service) anticipates a total fund balance of \$12,166,138.00 an increase of \$845,785.00 or 7.5% from the opening balance on January 1, 2026.

Future Liability - The majority of the Service's reserve fund balance, \$8,932,479.00 or 76% supports the extinguishment of known or unknown future liabilities being incurred in the current year but paid in the future. Policy C-F-013 requires these liabilities to be funded

Appendix 5: 2026 Preliminary Operating Budget Reserve Continuity Schedule

(in a reserve) at a minimum of 40% of the estimated value of the future liability. Due to a low contribution rate of \$200,000.00 per annum funded by the operating budget, the Service has been unable to achieve the minimum target value of 40% as the total value of the liability continues to increase greater than annual inflation. Current estimation of the portion of liability funded by reserves is approximately 14%.

Capital Levy – The most significant contributions from the operating budget to the reserve fund are to the 2 capital levy reserve funds, Vehicles and Equipment Replacement and Equipment Replacement. These reserve funds provide a funding source for capital assets being consumed, to avoid spikes in funding requirements of the capital budget and to reduce reliance on long term borrowings. Due to the significant backlog in capital asset replacement, the contributions added to this reserve are used within the current year to fund the 2026 capital budget. The balance at the end of 2026 is used to fund any in-year emergency capital needs and any excess funds are carried forward to fund future capital equipment as identified in the 9-year forecast. The capital levy equipment replacement fund requires a minimum \$200,000.00 balance to be maintained within the fund.

Ontario Police Training Video Alliance (OPTVA) Reserve – The purpose of this reserve fund is to support specific OPVTA designated programs/purchases and offset any year in surplus/deficits. The use of this fund is determined by the OPVTA Board of Directors following a review of the prepared financial operating statement for the respective year.

Contingency Reserve – The final category are reserves used to stabilize rate or levy requirements due to unanticipated changes in operational requirements resulting from one-time, non-recurring expenditures, often referred to as contingency reserves. The Service and Board are projected to hold reserve balances of \$1,598,620.00 and \$242,119.00, respectively, by the end of 2026. According to Policy C-F-013, a minimum balance of 10 - 15% of operating expenses should be held in a contingency reserve. The combined balance on December 31, 2026, represents 0.61% of the proposed 2026 gross expenditure budget, well below the recommended minimum balance. The operating budget includes a transfer of \$250,000.00 per annum to increase the contingency reserve to a target of 3% of the gross expenditure budget expected to be achieved by 2053; any surpluses resulting from actual year end results are requested to be added into the Service's Contingency Reserve, in an effort to achieve the modest target earlier than 2053.

The Service's opening balance of \$1,348,620.00 includes funding of \$306,888.00, committed to implementing one-time expenditures related to the Community Safety and Policing Act (CSPA), enacted on April 1, 2024. At the end of the 2023 fiscal year, Region Treasurer and Council approved a transfer of \$1,909,651.54 to the Service's Contingency Reserve. In 2024, one-time CSPA expenditures of \$886,663.58 were incurred and in 2025 it is forecasted that an additional \$716,100.00 will be spent resulting in a balance forward to 2026 of \$306,888.00. The remaining portion of the 2026 opening balance \$1,041,632.00 (\$1,348,620.00 - 306,888.00) remains available for one-time non-recurring expenditures.

Appendix 6: 2026 Operating Budget by Unit

As a municipal police service governed by the *Community Safety and Policing Act, 2019*, the Niagara Regional Police Service is mandated to provide core policing functions to the Regional Municipality of Niagara. These core policing functions represent the services delivered to community:

- Crime Prevention
- Law Enforcement
- Maintaining the Public Peace
- Emergency Response
- Assistance to Victims of Crime
- Any other prescribed policing functions, such as Court Security.

To deliver on this mandate and provide those services to Niagara, the Niagara Regional Police Service operates under the command of the Chief of Police, being the role responsible for delivering adequate and effective policing to the Region. This is operationalized in the areas of command under three Deputy Chiefs: Community Services, Operational Services, and Support Services.

The Service is divided into 11 units, which is further separated into programs including frontline patrol, specialized investigative units, operational support services, and corporate administrative functions. Each of the 11 units below require executives to monitor compliance and provide operational guidance and strategic direction.

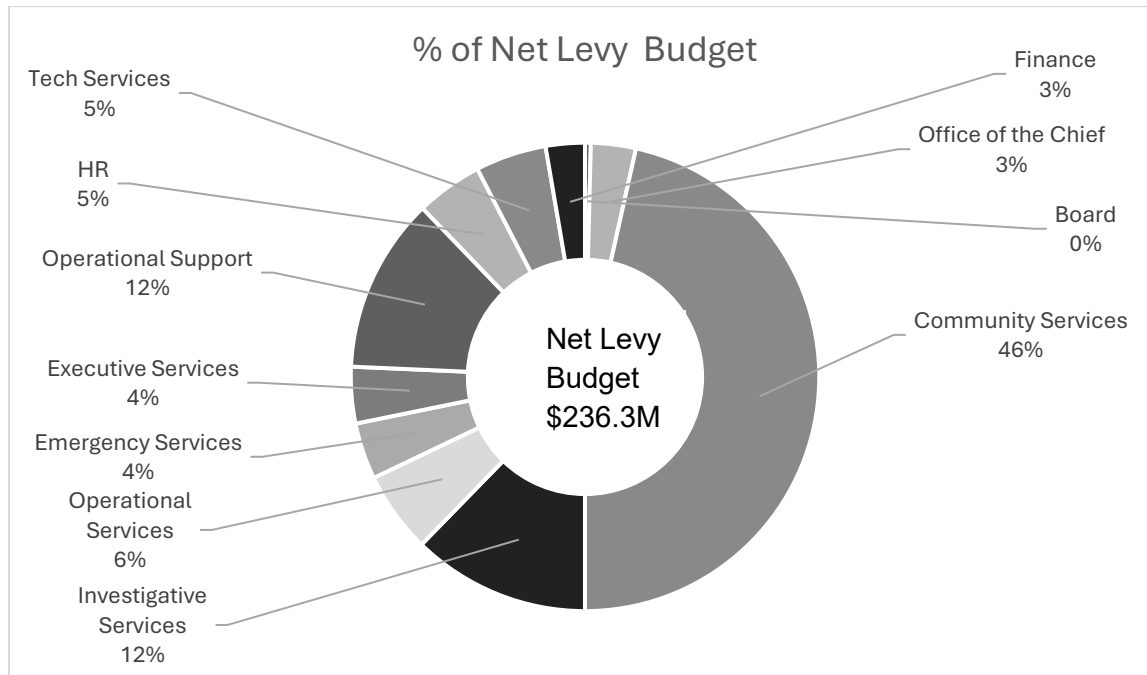
- Police Service Board
- Office of the Chief
- Community Services
- Investigative Services
- Operational Services
- Emergency Services
- Executive Services
- Operational Support & Projects
- Human Resources
- Technology Services
- Finance and Asset Management

These units are either mandatory core services or support mandatory core services of the Niagara Regional Police Service.

The remainder of this appendix provides details of the services categorized in each unit, the units' proposed 2026 operating budget as well as an explanation of how each units' services are categorized as core service (mandatory), support, and corporate services.

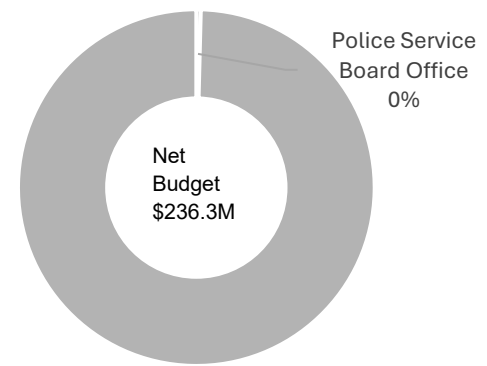
Appendix 6: 2026 Operating Budget by Unit

Table 1: % of Net Levy Budget by Unit



Appendix 6: 2026 Operating Budget by Unit

Unit: Police Service Board



The Regional Municipality of 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 ensuring adequate and effective policing that reflects the needs and expectations of the community. This is achieved through policy development, compliance monitoring, strategic planning and priority setting, and consultation with community partners, including ongoing communication 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 and apply to the delivery of police services across Niagara Region's 12 municipalities. 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.
- Recruiting and appointing the Chief and Deputy Chiefs of Police and determining their remuneration and working conditions.
- Conducting annual performance reviews of the Chief of Police.
- Monitoring the Chief's handling of discipline matters within the Service.
- Negotiating labour contracts with the Service's bargaining agents (Uniform, Civilian, and Senior Officers).
- Determining the annual operating and capital budgets for both the Board and the Niagara Regional Police Service.

The Board's proposed 2026 operating budget is \$1,040,501.00, representing an increase of 1.79% over 2025, which is below regional budget guidelines. This amount reflects the resources required to support the Board's legislated responsibilities and ensure effective civilian governance of policing in the Niagara Region.

2026 Board Budget Summary:

The largest portion of the Board's budget – approximately 42%, is allocated to legal expenses. The Board is responsible for all legal costs incurred by the Niagara Regional Police Service, including:

- Special Investigations Unit (SIU) matters, which may involve multiple officers requiring independent legal representation.
- Human Rights Tribunal applications.

Appendix 6: 2026 Operating Budget by Unit

- Coroner's Inquests.
- Employee grievances and arbitrations.
- Collective bargaining and related labour matters.

Specific details of these matters are provided to the Board in-camera in accordance with the CSPA and the *Municipal Freedom of Information and Protection of Privacy Act*.

The remainder of the budget supports salaries and benefits for administrative staff, remuneration for Board Members, and operational costs such as office expenses, equipment, supplies, mileage, training and education, and resources needed for effective police governance. Excluding legal costs, the Board's operating budget represents only 0.03% of the overall Niagara Regional Police Service operating budget. While modest in scale, the 2026 budget ensures the Board can fulfill its statutory obligations, provide strong civilian oversight, and comply with the CSPA and forthcoming legislative and regulatory requirements. The budget reflects the Board's commitment to prudent financial management while enabling effective governance and oversight of policing services across the Niagara Region.

2026 Proposed Operating Budget:

	Amount
Labour Related Costs	462,101.00
Other Administrative	138,400.00
Corporate Costs – Legal Expenses	440,000.00
Net Operating Budget – Police Service Board	1,040,501.00
Total Authorized Strength	2.00

Mandatory, Traditional, Support Services, and Corporate Services:

Under the Act, any municipality that elects to implement municipal policing must form a Police Service Board to oversee policing services for the municipality.

Appendix 6: 2026 Operating Budget by Unit

Unit: The Office of the Chief

The Office of the Chief provides executive leadership to the Service to ensure that they carry out their duties in accordance with the CSPA and the regulations and in a manner that reflects the needs of the community.

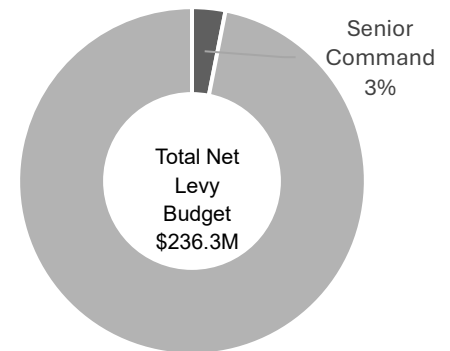
The Office of the Chief includes the Command Team which is made up of the Chief of Police and three Deputy Chiefs responsible for Community Services, Operational Services and Support Services. The Office also includes staff assigned to support the mandate including General Counsel, Executive Officers, and the Manager of the Office of the Chief.

Reporting directly to the Office of the Chief, the Corporate Communications Unit supports the Service's obligation to provide accurate and timely information to the public regarding law enforcement activities and organizational operations.

The Unit leads strategic communications, responds to media inquiries, and coordinates the release of information, ensuring consistency and clarity in messaging. Through proactive communication strategies, it promotes public safety awareness and works to maintain public trust by emphasizing transparency and accountability.

In addition to operational communications, the Unit supports recruitment campaigns, develops and delivers digital media and design content, and provides expertise for public events. By engaging the community and enhancing understanding of the Service's work, the Corporate Communications Unit plays a vital role in strengthening relationships between the Service and the public it serves.

Also reporting directly to the Office of the Chief, The Corporate Strategy and Innovation Unit focuses on long-term planning, organizational improvement, and analysis for decision-making to align the Service with community safety priorities and provincial standards. Through community consultative initiatives, this Unit is responsible for the development of the Police Service Board's strategic plan mandated by the CSPA, conducts research on emerging policing issues and technologies, and recommends best practices to the Command Team. The Unit is also responsible for developing and reporting on key performance indicators, including mandated statistics, Canada public safety metrics, and coordinating enterprise-wide process improvement projects. This Unit works directly with the Command Team to provide professional expertise in the areas of performance management, project management, analytics, and research. Reporting through to the Corporate Strategy and Innovation Unit, the Crime Analysis Unit provides intelligence and data-driven crime patterns to support frontline and investigative units. This Unit identifies trends in criminal activity, develops hot spot mapping to aid investigations and constructs data models to anticipate emerging problems. This Unit uses analysis to link suspects, associates and incidents through relational analysis as well as prepare and distribute criminal activity bulletins to the frontline officers and investigators. This Unit provides valuable insight into crime trends



Appendix 6: 2026 Operating Budget by Unit

ensuring police resources are deployed effectively and that crime prevention strategies are founded in evidence-based methodologies.

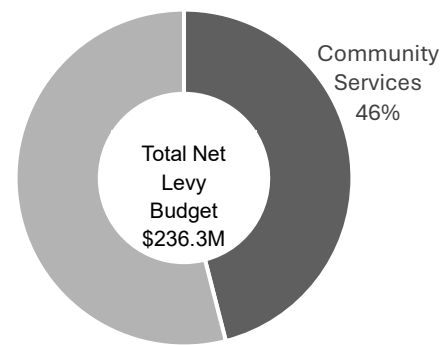
2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$6,750,870.00
Other Administrative & Supply Costs	564,741.00
Revenue & Cost Recoveries	-
Net Operating Budget – Senior Command Team	\$7,315,611.00
Total Authorized Strength	36.00

Mandatory, Traditional, Support Services and Corporate Services:

Members of the Command Team are mandated resources under the CSPA as well as a number of the members of the Corporate Communications and Corporate Strategy and Innovation Unit. Several positions are categorized as Support Services, with general legal counsel classified under Corporate Services.

Appendix 6: 2026 Operating Budget by Unit



Unit: Community Services

This unit provides resources to respond to calls for service, provides a visible presence in the community, including law enforcement to maintain public safety. Community Services is divided into three areas: District Operations, (including Street Crime & Detective Offices), Community Engagement (Community Oriented Response and Engagement or CORE, Crisis Outreach and Support Team (COAST), Indigenous Liaison Officers, and the Equity, Diversity and Inclusion Unit), along with Traffic Services (Traffic Enforcement and Collision Reconstruction).

Frontline patrol is provided through District Operations – St. Catharines and Thorold (1 District), Niagara Falls and Niagara-on-the-Lake (2 District), Welland and Pelham (3 District), Fort Erie (5 District), Port Colborne and Wainfleet (6 District), and Grimsby, Lincoln and West Lincoln (8 District). Frontline patrol responds to all service calls including 911 calls and urgent incidents. They perform the initial investigations by taking reports, statements, gathering evidence and securing crime scenes. Frontline patrol provides a visible presence within the community to promote public safety and will engage in proactive policing initiatives.

District Street Crime Units and Detective Offices. Investigators are mandated to investigate street level trafficking of illicit drugs and property crimes. The Detective Office conducts specialized investigations into community specific crimes and incidents that require expertise and resources such as weapons offences, robberies, sudden deaths, abductions, missing person, and attempted homicides, while supporting the broader goal of crime prevention and community safety.

Community Oriented Response and Engagement (CORE) is a unit comprised of uniformed patrol officers that focus on crime prevention and often deal with reported issues related to the community safety and wellbeing plan, including homelessness, social disorder, retail theft, and mental health and addiction. COAST officers work alongside Niagara's Canadian Mental Health Association and engage with mental health follow ups for persons requesting assistance. While Indigenous Liaison Officers directly work with members of our Indigenous community, our Equity, Diversity and Inclusion Unit members liaise with other diverse community partners. Both utilize both sworn and civilian staff, from across all units of the police service, to participate in events and assist with matters accordingly.

Traffic Services (Traffic Enforcement and Collision Reconstruction) is a specialized unit focused on road safety, traffic law enforcement, and investigations of serious motor vehicle collisions. The Traffic Enforcement Unit conducts speed enforcement, distracted driving initiatives, impaired driving spot checks (referred to as RIDE programs), and is also mandated to conduct breath analysis testing or drug recognition testing related to

Appendix 6: 2026 Operating Budget by Unit

impaired driving investigations. They also provide all traffic related training to members of frontline patrol and maintain all related equipment. The Collision Reconstruction Unit is staffed with investigators with specialized training in collision scene investigations, analytical techniques to reconstruct events leading to the collision and evidence gathering. These investigators provide reports and expert testimony in criminal prosecutions and civil proceedings.

2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$112,489,982.00
Other Administrative & Supply Costs	1,583,698.00
Revenue & Cost Recoveries	(4,239,976.00)
Net Operating Budget – Community Services	\$109,833,704.00
Total Authorized Strength	646.00

Mandatory, Traditional, Support Services and Corporate Services:

All services provided within Community Services are categorized as mandatory legislated under the CSPA. There is a portion of frontline policing resources that respond to calls for service that may be considered a response to community needs such as noise complaints and assisting other first responders.

Appendix 6: 2026 Operating Budget by Unit

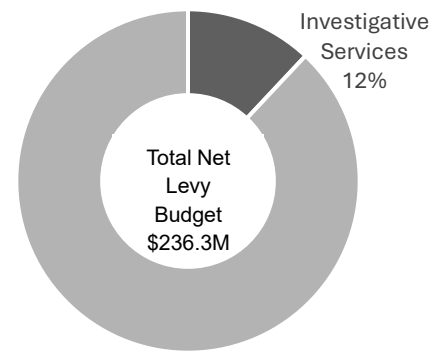
Unit: Investigative Services:

Investigative Services is responsible for investigating serious, complex and high-profile crimes that require specialized skills in investigative techniques that often exceed the capacity of frontline patrol and District Detective Offices/Street Crime.

This area is separated into two distinct parts: Investigative Support and Major Crime.

Investigative Support is responsible for providing dedicated investigative and support services to victims of sensitive, high-impact, and often traumatic crimes. These cases require specially trained investigators who can conduct trauma-informed investigations while ensuring victims are supported through the judicial process. Core areas of investigation are Domestic Violence/Intimate Partner Violence, Sexual Assaults, Child Abuse, and Human Trafficking. This team of dedicated professionals often works collaboratively with community agencies to minimize re-victimization and to preserve the victim's dignity throughout the investigation. Officers are specially trained in interview techniques for vulnerable people, forensic evidence handling, and crisis intervention. Included in Investigative Support are Units such as Offender Management that primarily focus on monitoring, managing, and reducing risks posed by convicted sex offenders living within the community. The Forensic Services unit provides specialized scientific and technical expertise needed to collect, preserve, analyze, and present evidence in support of a criminal investigation. These officers are trained in crime scene photography, fingerprint analysis, bloodstain pattern analysis, ballistics and firearms analysis, and are required to provide expert testimony and prepare evidence for court proceedings.

Major Crime investigates serious criminal offences that include homicides, cold cases, and missing persons with suspicious circumstances. Also, Special Investigative Services, located within the Major Crime unit, investigates various forms of organized criminal activity requiring specialized skills and expertise. In addition to these investigations, investigators are required to prepare crown briefs for court disclosure, provide expert testimony, and work with crown prosecutors during pre-trial preparation. Included within Major Crime is a Centralized Fraud Unit dedicated to handling financial crimes, fraud schemes, and complex economic offences. These crimes are often long and require specialized financial knowledge. These investigators work closely with community partners from financial institutions, regulatory agencies, and other law enforcement agencies as many of these cases will have a national or international element. The Polygraph Unit supports specialized investigative units by using polygraph examinations with suspects, people of interest, witnesses, or complainants as a gathering tool to assist in the investigative process.



2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$29,606,365.00
Other Administrative & Supply Costs	2,071,530.00
Revenue & Cost Recoveries	(2,518,169.00)

Appendix 6: 2026 Operating Budget by Unit

Net Operating Budget – Investigative Services	\$29,159,726.00
Total Authorized Strength	158.00

Mandatory, Traditional, Support Services, and Corporate Services:

All services provided within Investigative Services is categorized as mandatory except for the Polygraph unit, which has been classified as support to the members of the Service who provide the front-facing core services to the public.

Appendix 6: 2026 Operating Budget by Unit

Unit: Operational Services:

The Operational Services unit provides a central point of command for daily operations as well as coordinating communications and video surveillance.

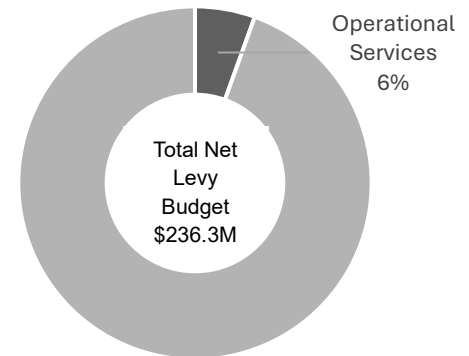
The Duty Office is responsible for the central command for daily policing through the monitoring and deployment of frontline resources, as well as providing oversight on major incidents, including the authorization of warrants. The Duty Office ensures the Service is ready to quickly respond, lawfully and effectively, to the needs of the community at all hours of the day. The on-site Duty Inspector will provide daily briefings to senior command on all major events that are emerging as well as monitors and reports on compliance with legislative requirements for all sworn officers on shift.

This unit has oversight of 911 call taking and dispatch referred to as the Communications Unit. This unit is the central point where calls are received and disseminated to officers, command staff, and partner agencies. The role of the communications unit personnel is to determine the nature of the emergency, its priority to minimize risk to the public and officer, and will also dispatch specialty units when required. Once an officer is assigned, the Communicator will continue to assist the officer by relaying vital information received from the caller through two-way radio communication. The Unit is required to log all calls into the computer-aided dispatch system (CAD), including the recording of the type of call, response times, and officer assignments. This Unit requires extensive specialized training in crisis communication and de-escalation and must comply with legislative regulations including CSPA, MFIPPA, and prescriptive 911 call answering standards.

The Real Time Operations Centre (RTOC) supports and provides situational awareness to the Duty Inspector, frontline officers, and specialty units through the monitoring of live feeds from CCTV cameras throughout the Region. This unit supplies critical support through the monitoring of events as they unfold, informing service members of necessary information to assist in their investigation, and conclusions of incidents throughout the Region.

2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$15,780,151.00
Other Administrative & Supply Costs	146,639.00
Revenue & Cost Recoveries	(2,622,807.00)
Net Operating Budget – Operation Services	\$13,303,984.00
Total Authorized Strength	87.00



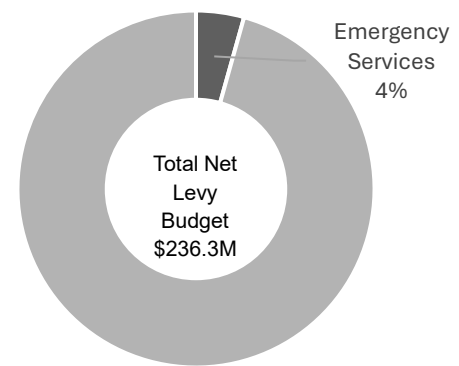
Appendix 6: 2026 Operating Budget by Unit

Mandatory, Traditional, Support Services, and Corporate Services:

Operational Services Unit is categorized within mandatory and support services. The Duty Office and Communications are mandated through the CSPA.

Whereas the RTOC unit has been classified as support service to the members of the Service who provide the front-facing core services to the public.

Appendix 6: 2026 Operating Budget by Unit



Unit: Emergency Services:

Emergency Services provides specialized, high risk response teams for incidents that require advanced tactical training. There are a number of specialized services within this unit divided into two areas: Emergency Operations and Emergency Planning.

Emergency Operations responds to high-risk incidents utilizing specially trained tactical officers to support the frontline officer in an emergency response. Duties include execution of warrants involving dangerous suspects, barricaded people, hostage rescue, and other public safety threats. The Canine unit provides specially trained police dogs and handlers to track fleeing suspects, narcotics, firearms, and other detections, and search for missing people. The Marine Unit patrols the Region's waterways and is responsible for enforcement and compliance of regulations on the waterways and provides recovery of evidence and/or human remains in the water. Negotiators are specially trained officers that are called in when there are incidents where a person is in crisis and there may be a risk to public safety or to themselves.

Emergency Planning assists with public safety planning, emergency event planning, as well as deploys a public order unit to major events within the Region where there is a concern for public and property safety. Included in this unit is the newly created Air support unit that supports police patrol and investigations with aerial tools such as drones and helicopters.

There are a significant number of specialized training courses that are mandated for this policing group with a focus on fitness, psychological readiness, and scenario-based training.

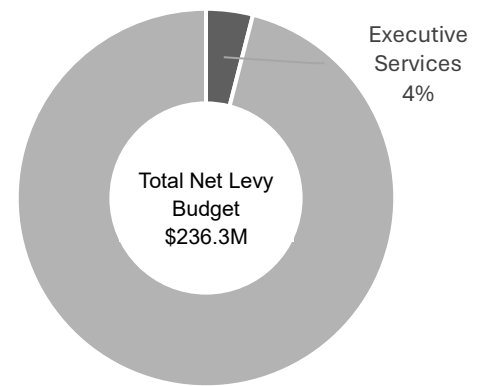
2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$8,495,413.00
Other Administrative & Supply Costs	1,076,576.00
Revenue & Cost Recoveries	(251,726.00)
Net Operating Budget – Emergency Services	\$9,320,263.00
Total Authorized Strength	49.0

Mandatory, Traditional, Support Services, and Corporate Services:

Emergency Services is categorized as mandatory services due to the legislative requirements as outlined in the Community Safety and Policing Act that requires the formation of a tactical unit and hostage rescue team to respond to high-risk incidents.

Appendix 6: 2026 Operating Budget by Unit



Unit: Executive Services:

The Executive Services Unit provides professional guidance, training expertise and support to our members through a focused approach on training, professional conduct, wellness, and resilience.

The Professional Development Unit is comprised of the Training and Video Units, which provide expertise in mandatory training skills to ensure members of the Service have the necessary skills, knowledge, and certification to perform their duties in accordance with provincial policing standards. The Training Unit has a large range of training responsibilities that include orientation of new recruits, mandatory annual training in use of force, first aid, mental health and de-escalation techniques, specialized skills development in investigative techniques, scenario-based & simulation training, as well as compliance monitoring and professional development and continuous learning.

The Professional Standards Unit is responsible for conducting investigations related to matters related to allegations of misconduct, breaches of the CSPA, public complaints, and preside over the disciplinary process. This Unit ensures that our members comply with the standards of professional behavior in accordance with the CSPA. This unit ensures officers maintain the public's trust and meet all legal and ethical standards and liaises with Special Investigations Unit (SIU) when required.

The Policy and Risk Management Unit has oversight regarding Service policies and procedures that are maintained and comply with legislative regulations such as the CSPA, *Human Rights Code*, *Ontario Health & Safety Act* (OHSA) and *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). This unit identifies and monitors organizational risk through assessment reviews, as well as works with legal counsel to resolve claims made against the Service.

The Labour Relations Inspector acts as the liaison between the Service and its members elected association. This role provides guidance in the interpretation and application of our three collective agreements, as well as supporting the resolution of any disputes or grievances brought forward by members. The Labour Relations Inspector provides strategies during negotiations and is integral to maintaining constructive relations with the associations.

The Member Support Unit promotes wellness and resilience education and training to our members. Through the development of programs such as Peer Support, Early Intervention, and Psychological Safeguarding evaluations, this group of sworn and professional mental health providers help members transition back to work after critical incidents or extended leaves. This unit builds programs that are designed to proactively support mental wellness, build resilience, and respond to individual needs across member's career.

2026 Proposed Operating Budget:

	Amount

Appendix 6: 2026 Operating Budget by Unit

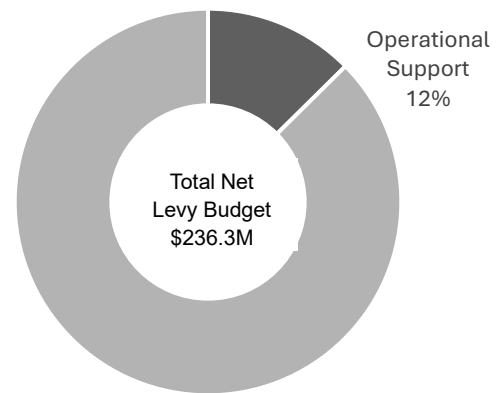
Labour Related Costs	\$8,205,048.00
Other Administrative & Supply Costs	1,711,565.00
Revenue & Cost Recoveries	(817,859.00)
Net Operating Budget – Executive Services	\$9,098,754.00
Total Authorized Strength	46.00

Mandatory, Traditional, Support Services, and Corporate Services:

Executive Services is categorized within mandatory and support services. Many of the units that fall within this division are mandated through the CSPA or other regulatory laws. The Service is required to provide training to its members and ensure that there are oversight bodies, Professional Standards and Policy & Risk, to monitor compliance with the CSPA.

Whereas units such as Labour Relations and Member Support have been classified as support services that provide essential and valuable professional expertise to the members of the Service who provide the front facing core services to the public.

Appendix 6: 2026 Operating Budget by Unit



About Operational Support and Projects:

The Operational Support and Project Unit ensures the secure custody of accused persons and of justice system participants including judicial officials, the protection of evidence, both property and digital, and oversight on records and information assets.

This unit has responsibility for the security and safety of people in custody including safely transporting prisoners to and from court, correctional facilities, and police central holding, and other police facilities. Through the stewardship of Court Management, these units provide court security for the public entering courthouses, ensuring the security of all judicial officials as well as victims, witnesses and jurors, and will provide emergency response inside a court facility. Staff within this area, act as a court liaison by coordinating court dates and officer appearance, prepare disclosure packages for crown attorneys, and submit bail packages. In addition, Court Management handles all matters related to provincial offences by ensuring all offence notices are accurately entered into the Provincial Offences Court system for tracking and enforcement, as well as supplying digital evidence when it exists. The unit contains administrative functions that ensure compliance with report submission policies and the preparation of crown briefs and digital evidence disclosure which is governed by legislation.

This unit has oversight of the management of physical and digital evidence to ensure integrity, security, and proper chain of custody of evidence for investigations and prosecutions. The Evidence Management Unit (physical property) and Digital Evidence Management Units are separate units. The Evidence Management unit receives recovered or seized property, including drugs, firearms, bicycles, digital equipment, and anything turned over to police as found property. They maintain continuity of the property with secure storage and process the property to return to an owner, destroy or otherwise prepare for court proceedings. The Digital Evidence Management Unit is responsible for processing all digital evidence from public submissions and police platforms. They redact and prepare the evidence for disclosure and liaise with the crowns and officers for urgent requests. Operational Support and Projects play a pivotal role in most service projects that support the functions of officers.

The Records and Information Management Unit provides essential services for the integrity and compliance of information gathered throughout the Service. The unit is responsible for setting policy and procedures regarding the handling, use, preservation, and disposition of the Service's information assets, as well as the release of information in accordance with the legislative requirements of accountability and transparency to ensure the protection of privacy and the right of access to information held by the Service while at the same time, preserving the integrity of ongoing investigations and court matters, and the confidential business of the Service. All Services are required to maintain police records into a nationwide system managed by the RCMP, referred to as Canadian Police Information Centre (CPIC). This information provides all officers with real-time information across Canada. CPIC entries into the national database are regularly reviewed to ensure accuracy, timeliness, and compliance with RCMP rules.

Appendix 6: 2026 Operating Budget by Unit

This unit also supports officers with copies of reports, case files, and criminal history, provides authorized records to victims, complainants, or other legal representatives, freedom of information requests, as well as record checks for members of the community who request them for employment, volunteer, or organization requirements.

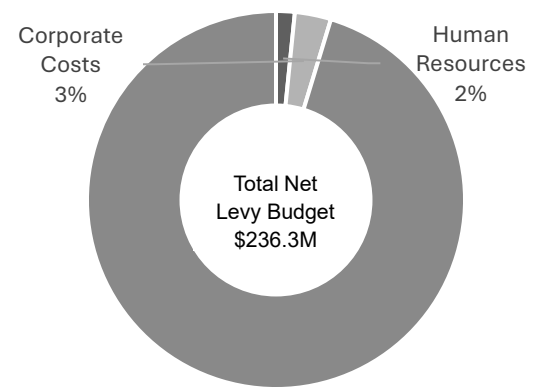
2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$29,394,641.00
Other Administrative & Supply Costs	538,268.00
Revenue & Cost Recoveries	(1,560,313.00)
Net Operating Budget – Operational Support	\$28,372,596.00
Total Authorized Strength	188.00

Mandatory, Traditional, Support Services, and Corporate Services:

Most of Operational Support and Projects is categorized as mandatory legislated services.

Appendix 6: 2026 Operating Budget by Unit



Unit Human Resources:

The Human Resources (HR) Unit ensures that the organization's largest resource, our people, are supported from hiring, during their employment journey through to retirement. The Service provides the majority of its mandate through the deployment of people; approximately 91% of the total Service budget is to fund compensation of its members. HR is divided into three main categories – Talent Acquisition & Development, Total Rewards & HR Programs, and Member Health & Safety.

The Talent Acquisition & Development team are responsible for attracting, screening, and hiring of both sworn and civilian members to fill the various specialized roles within the Service. This team also manages the processes related to internal promotions, transfers, and succession planning.

Total Rewards & HR Programs team is responsible to manage the Service's compensation and benefit packages, job evaluation, compliance with all regulatory bodies, and collective agreements, as well as monitor and maintain the Human Resources Information system applications.

Member Health & Safety team are trained professionals in disability management and occupational health and safety that monitor and support members temporarily out of the workplace due to occupational or non-occupational illness. This includes developing accommodation plans to ensure members can return to work and contribute to the service delivery model in a meaningful way. A dedicated Health & Safety coordinator ensures the Service is compliant with the Occupational Health and Safety Act (OHSA) and that all internal safety procedures and policies are followed.

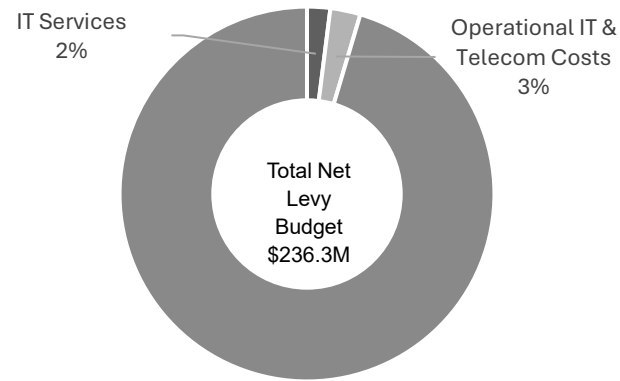
2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$2,723,273.00
Other Administrative & Supply Costs	427,270.00
Corporate Costs -WSIB, Disability & Retiree Benefit Costs	7,820,809.00
Net Operating Budget – Human Resources	\$10,971,352.00
Total Authorized Strength	17.00

Mandatory, Traditional, Support Services, and Corporate Services:

Human Resources has been categorized as a Corporate Service with the exception of the corporate costs identified as WSIB benefit expense, disability, and other retiree benefit expenses that are categorized as mandatory costs to support the members within mandatory services.

Appendix 6: 2026 Operating Budget by Unit



About Technology Services:

The Technology Services (TS) Unit provides secure and reliable technology infrastructure to enable core policing functions, including frontline emergency response, investigative services, and community safety. Its mandate is to ensure officers and staff have the digital tools, applications, and connectivity required to operate effectively in the field and in support units.

TS manages mission-critical infrastructure, including the Public Safety Radio System, data centres, servers, and core applications such as 9-1-1, Computer-Aided Dispatch (CAD), and the Records Management System (RMS). It also delivers network connectivity to all Service facilities, Mobile Data Terminals (MDTs) in patrol vehicles, and external systems such as the Canadian Police Information Centre (CPIC), enabling seamless interoperability with regional and national policing partners.

Safeguarding information is central to TS operations. TS maintains advanced encryption, monitoring, and security systems to protect police data and leads proactive cybersecurity initiatives to detect and respond to threats. Strong privacy controls ensure operational and investigative information remain protected. In addition, TS supports the secure storage and management of digital evidence, operational and administrative data, while maintaining specialized investigative and administrative applications.

TS also provides critical end-user support. A dedicated Service Desk and hardware team support all computer hardware, mobile devices, and MDTs, ensuring that frontline and civilian members are operational 24/7 and receive timely assistance. Lifecycle management ensures all hardware and software assets remain current, secure, and serviceable.

To guarantee operational resilience, TS employs high availability, redundancy, and incident response planning to maintain 24/7 continuity of mission-critical systems, ensuring that 9-1-1, CAD, RMS, and other systems remain available. TS further supports the Public Safety Radio System, which also hosts several municipal, regional, and federal shared services partners, Automated License Plate Readers (ALPR), In-Car Cameras (ICC), surveillance video systems (CCTV), access control, and infrastructure.

Beyond maintaining daily operations, TS is also a strategic enabler of modernization. The Division aligns its priorities with the Service's Strategic Plan framework, advancing digital mobility through initiatives such as eNotes, secure mobile access to RMS, CAD, and Digital Evidence Management System (DEMS).

2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$4,980,468.00
Other Administrative & Supply Costs	411,228.00

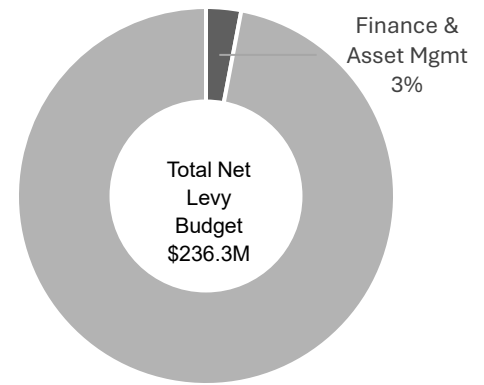
Appendix 6: 2026 Operating Budget by Unit

IT & Telecom Supply Costs related to Operations	6,201,816.00
Net Operating Budget – Technology Services	\$11,593,512.00
Total Authorized Strength	32.00

Mandatory, Traditional, Support Services, and Corporate Services Budget Allocation:

Technology Service's labour costs are mainly categorized as a support service to the core mandatory units providing direct policing services to the public. However, within the TS budget are mandatory costs that include a number of police application software and licensing costs, totaling \$6.2M, that are fundamentally used to support core police functions. Further, the Public Safety radio budget including the salary & wages of the radio technicians are also classified as mandatory costs. In summary, the TS unit's budget includes a sizeable portion that has been classified as mandatory costs.

Appendix 6: 2026 Operating Budget by Unit



Unit: Finance and Asset Management:

This unit provides financial stewardship and asset oversight for the Service through two streams – Finance and Materials Management.

The Finance Unit provides professional expertise in the areas of budgeting, forecasting, accounting, reporting, and financial controls. This Unit administers, monitors, and reports on the financial performance of the Service against the established financial policies adopted by the Police Service Board (Board). The Unit provides short and long-term financial strategies to the Board to mitigate financial risk and to ensure the continued sustainability of the Service. Further, this Unit prepares the annual operating and capital budget for the Board to submit to the Regional Municipality of Niagara as prescribed in the CSPA.

The Materials Management Unit provides professional expertise in the areas of procurement and contract management, inventory management, asset management, including facilities planning and fleet operations. This Unit develops the framework for public procurement best practices by overseeing vendor contracts, tenders, and service agreements ensuring transparency and fairness in purchasing practices. The Quartermaster Unit purchases, inventories, and issues operational supplies such as uniforms, and equipment to ensure a single point of purchase and control for a significant stock of Service supplies. Fleet Operations provides and maintains a safe, reliable and cost-effective vehicle fleet pool for officers to deliver policing services. Core responsibilities include managing the full life cycle of the fleet pool including patrol vehicles, investigative and specialty vehicles, trailers, ATVs, and boats. Trained specialty mechanics install police specific equipment (radios, gps, lights, sirens, prisoner cages, etc) to newly purchased vehicles, as well as provide preventative maintenance to ensure these vehicles are reliable for vital police operations. This Unit provides administrative support by tracking the availability of vehicles, assignments and arranging for spare vehicles when primary units are not available. Fleet Services is entrusted to ensure essential equipment is available to provide core policing services, thereby this Unit provides a critical support function to the Service.

This unit is responsible for developing a long-term master facility plan including a financing strategy. Although the maintenance and the replacement of infrastructure assets of the nine facilities is the responsibility of the Niagara Region, Region partners rely on the leadership team within Materials Management to identify and communicate any concerns related to facilities management. Further, the Service is responsible for funding, purchasing, and lifecycle management of specialty equipment, leasehold improvements, and furnishings related to the facilities.

2026 Proposed Operating Budget:

	Amount
Labour Related Costs	\$3,982,111.00

Appendix 6: 2026 Operating Budget by Unit

Other Administrative & Fleet Supply Costs & Fuel	3,547,623.00
Revenue & Cost Recoveries	(783,789.00)
Corporate Costs incl Contributions to Reserves	9,457,490.00
Corporate Revenues – Provincial Grants	(9,893,986.00)
Net Operating Budget – Finance & Asset Mgmt	\$6,309,449.00
Total Authorized Strength	25.00

Mandatory, Traditional, Support Services, and Corporate Services:

Finance and Asset Management Unit includes corporate related expenditure required to provide mandatory services, and support services such as Fleet and Quartermaster Unit necessary to frontline and investigative services, as well as corporate services that include finance and procurement.



Appendix 7

Supplementary Report

Workload Analysis – Frontline Patrol (September 2025)

Dr. Hector Perez, Corporate Strategy and Innovation

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Executive summary:

The Niagara Regional Police Service (NRPS) is facing increasing pressures from both the growing volume and the rising complexity of calls for service (CFS). In 2024, the Niagara Regional Police Service responded to 144,229 calls for service, averaging nearly 400 calls per day. Most of the demand was concentrated in 1 District (38%), 2 District (30%), and 3 District (16%), together accounting for more than 80% of all calls. Day shifts carried almost two-thirds of the workload (62.7%). High-volume, lower-harm categories such as Unwanted Person (7.7%), Assist Ambulance (4.6%), and Welfare Checks (4.5%) dominated the workload, while violent and property crime types like Assault, Fraud, Theft, and Break and Enter were the largest contributors to the Crime Severity Index (CSI). CSI rose by 6.46%, driven mainly by violent crime, yet clearance rates also improved by over 6%, showing stronger investigative outcomes despite rising case complexity.

Staffing estimates based on 2024 Calls for Service data indicate that NRPS requires 492 patrol constables to meet operational demands on the frontline, compared to the current authorized strength of 411, resulting in a shortfall of 81 officers (20%). This shortage is most pronounced in 1D, 2D, and 3D, where public demand for police services far outpaces available resources. Current span-of-control ratios also vary by district, with some supervisors responsible for as many as 13 constables. Without additional hires and supervisory adjustments, the Service risks overstretching officers, reducing proactive policing time, and increasing burnout.

Moving forward, NRPS should adopt a multi-year frontline staffing plan for the frontline, that includes the hiring of 28 constables, 4 sergeants, and 1 staff sergeant in 2026; 27 constables, 4 sergeants, and 1 staff sergeant in 2027; and 26 constables, 4 sergeants, and 1 staff sergeant in 2028 to progressively close this gap. This phased growth will reduce operational strain while maintaining training and oversight capacity. At the same time, the Service should implement CSI-focused micro-strategies targeting theft, vehicle crime, break and enter, and assault, while strengthening a high-harm offender management program for the small group driving disproportionate harm. Diversion strategies should expand for low-harm calls, such as welfare checks or unwanted persons, using online reporting, co-response teams, and modified workers. Coupled with better scheduling around call peaks, smarter patrol area design, and a stronger data and analytics backbone, these steps will allow NRPS to balance workloads, enhance community safety, and sustain recent gains in investigative effectiveness. Above all, NRPS should continue to adopt a model that is forward-thinking, operationally ready, responsive, data-driven, and focused on yielding positive outcomes, delivering greater transparency, accountability, and public safety for the Niagara community.

Key Findings

- Forward-thinking – Emphasizing a proactive approach, always planning ahead and anticipating potential issues
- Operational readiness – Ensuring that all units are prepared and equipped to respond effectively at any time.
- Responsive – Being quick to act and adaptable to changing situations and community needs.
- Data-driven – Utilizing data and analytics to guide policing strategies and responses.
- Yielding positive outcomes – Focusing on achieving beneficial results for the community and enhancing public safety and more transparency, accountability, and effective communication.

Introduction

Executive summary:

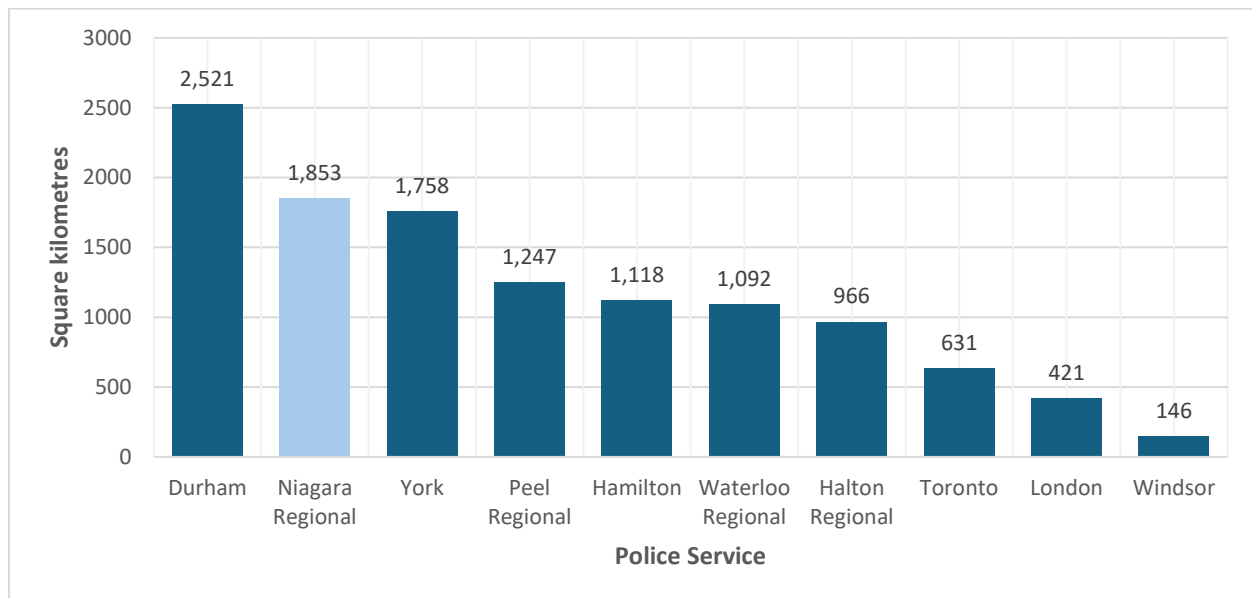
- **Service Profile & Coverage:** Established in 1971, NRPS is Ontario's oldest regional police service, responsible for 1,853 km² with an officer density of 0.41 officers/km², serving residents of the Niagara Region and approximately 14 million annual tourists.
- **Staffing & Population Trends:** The number of sworn police officers increased by 23% between 2003 and 2023, while the number of officers per 100,000 population declined from 165.7 in 2010 to 152 in 2023, representing a -8.3% decrease.
- **Crime & Clearance:** The overall Crime Severity Index increased from 55.39 in 2023 to 58.97 in 2024 (+6.46%), with violent CSI rising by 13.99% and non-violent CSI by 2.36%. Weighted clearance rates rose from 35.60% in 2023 to 37.74% in 2024 (+6.02%), with violent crime clearance up 3.75% and non-violent clearance up 5.68%.

Established January 1, 1971, the Niagara Regional Police Service (NRPS) is the oldest regional police service in Ontario. NRPS provides police services including crime prevention, law enforcement, assistance to victims of crime, public order maintenance, and emergency response (Government of Ontario, 2024). NRPS customers include residents of the Niagara Region and approximately 14 million tourists from around the globe who visit the Niagara Region every year.¹

When compared to police services with similar characteristics (e.g., municipal or regional police services with similar size of population served and relatively similar number of police strength), NRPS covers one of the most extensive geographical areas (i.e., 1,853 square kilometres), with one of the lowest ratio of police officers per square kilometer (i.e., 0.41), as presented in (Figure 1, Figure 2). A close examination of the number of sworn members at different police services shows that NRPS has grown a conservative 23% between 2000 and 2023 (Table 1, Figure 3)

¹ <https://www.niagarafallstourism.com/media-kit/contact/tourism-research>

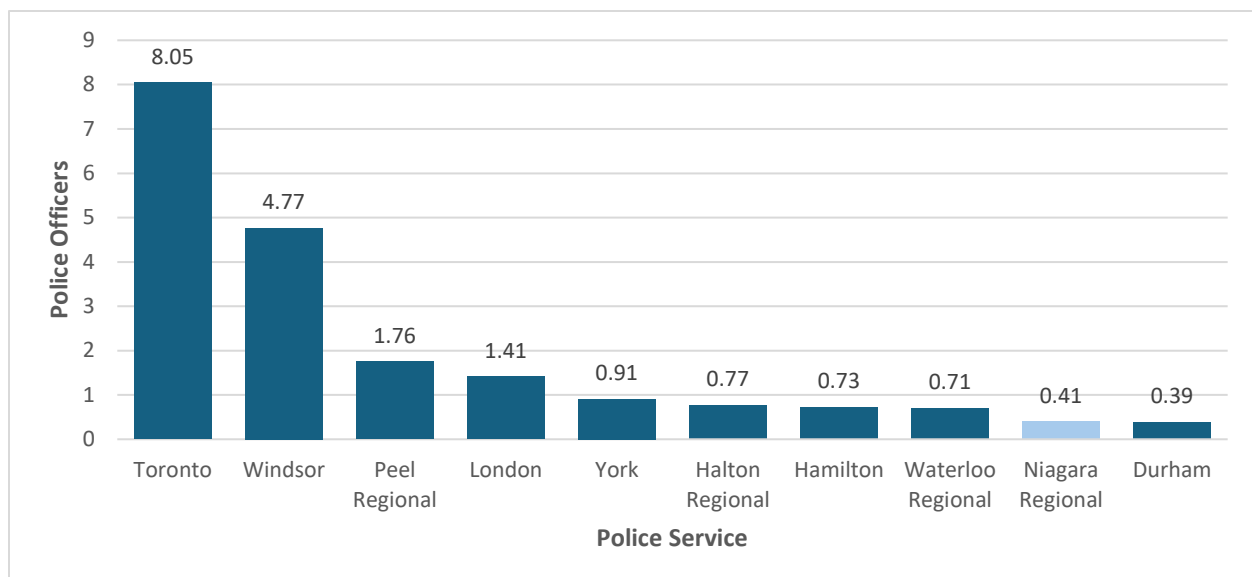
Figure 1. Area covered by the Police Service in square kilometres



Notes:

1) Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Figure 2. Police Officers per square kilometre in 2023



Notes:

1) Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>

Table 1. Total number of police officers 2014-2023 (Selected locations)

Police Service / Year	2014	2015	2016	2017	2018	2019	2021	2022	2023
Durham Region	871	871	871	871	876	904	922	947	978
Greater Sudbury	264	264	264	264	264	268	270	273	283
Halton Region	667	677	682	695	704	718	752	768	788
Hamilton	798	805	805	809	No Data	No Data	No Data	No Data	811
London	603	594	598	606	607	609	623	639	660
Niagara Region	705	709	700	697	708	716	760	758	756
Ottawa	1334	1334	1359	1379	1399	1429	1487	1479	1493
Peel Region	1979	1999	2016	2036	2073	2128	2190	2216	2286
Toronto	5505	5462	5448	5448	4923	4790	4988	4988	4988
Waterloo Region	762	762	761	761	757	774	786	785	834
Windsor	448	448	448	448	433	501	501	501	501
York Region	1529	1559	1579	1610	1624	1668	1698	1713	1735

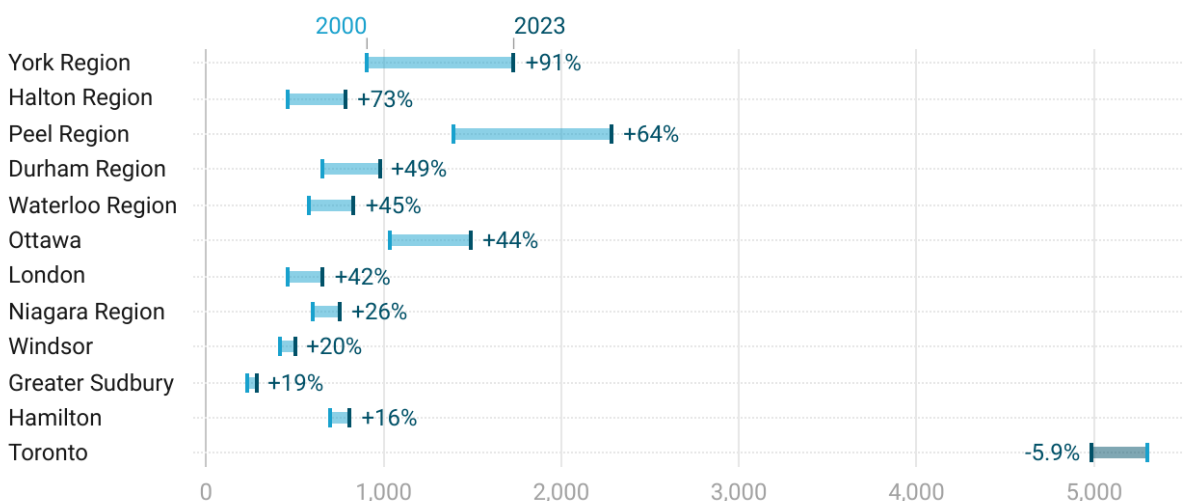
Notes:

1) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI:

<https://doi.org/10.25318/3510007701-eng>,

2) Statistics Canada will now release the Police Administration Survey (PAS) results on a bi-annual basis (i.e., 2024 data is not available yet).

Figure 3. Percentage of change between 2000-2023 - Total number of police officers (Selected locations)



Notes:

1) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI:

<https://doi.org/10.25318/3510007701-eng>

2) Statistics Canada will now release the Police Administration Survey (PAS) results on a bi-annual basis (i.e., 2024 data is not available yet).

Another important consideration is the number of police officers (i.e., sworn) per 100,000 population. When this external performance indicator is observed

independently, it may give the impression that all police services experience steady and relatively uniform growth, with most having police officers per 100,000 population below the national and provincial averages. However, upon closer analysis of this indicator with the total number of police officers versus the officers per 100,000 population, we observe that while the number of officers may increase, the population growth does not always align proportionately.

For NRPS, for instance, despite fluctuations in the number of officers, the police officers per 100,000 population have remained relatively stable, even decreasing slightly from a peak of 165.7 officers in 2010 to 152 officers in 2023. This growing gap between the number of officers and the officers per 100,000 population suggests that increases in personnel have not kept pace with the increase in population, and subsequent demand for policing services, in the Niagara Region.

From 2023 to 2024, Niagara Region experienced a notable increase in its overall Crime Severity Index (Table 2), rising from 55.39 to 58.97 (+6.46%). This growth was driven primarily by a significant increase in Violent Crime Severity (Table 3) which jumped from 68.83 to 78.46 (+13.99%). In contrast, Non-Violent Crime Severity (Table 4), saw only a modest rise, from 50.49 to 51.68 (+2.36%). This pattern suggests that the recent change in CSI is largely attributable to more serious or higher-impact violent incidents rather than broad increases in all crime types. Possible contributing factors could include a rise in specific violent offence categories such as aggravated assault, robbery, or sexual assault, shifts in gang or organized crime activity, or high-profile violent cases (i.e., homicide) that carry greater weighting in the CSI methodology. Changes in policing practices, such as targeted enforcement operations, more proactive reporting, or reclassification of certain offences, may also influence these figures by affecting the way incidents are recorded and reported.

Looking further back, Niagara Regions' CSI trend shows fluctuation rather than a consistent upward or downward trajectory. Between 2020 and 2021, the region saw a moderate increase in both total and violent CSI, which was followed by a drop in 2022. A slight dip in 2023 preceded the latest 2024 rise, indicating that local crime patterns may be sensitive to specific annual events or policing priorities. Seasonal tourism surges, cross-border activity due to the region's proximity to the U.S., and socio-economic pressures such as housing insecurity or substance use trends can create conditions for temporary spikes in certain offences. Additionally, the 2024 figures may partially reflect post-pandemic social dynamics, where increased public activity and gatherings present more opportunities for interpersonal violence, while ongoing police and community safety initiatives are still adapting to evolving crime trends.

Table 2. Crime Severity Index - Selected locations 2020 – 2024

Police Service	2020	2021	2022	2023	2024
Durham Region	40.85	43.11	44.44	47.01	47.11
Greater Sudbury	86.66	83.3	81.52	76.87	67.07
Halton Region	22.76	23.5	31.2	32.24	31.22
Hamilton	65.76	67.36	64.67	68.16	66.15
London	80.05	87.26	81.36	70.78	65.89
Niagara Region	57.75	61.03	55.77	55.39	58.97
Ontario	55.41	56.04	58.83	61.54	60.69
Ottawa	47.96	48.48	54.2	55.82	55.75
Peel Region	38.07	37.38	47.66	52.19	56.36
Toronto	58.55	56.99	62.25	69.57	68.65
Waterloo Region	74.79	76.25	79	75.99	72.68
Windsor	85.37	94.65	80.74	84.58	80.32
York Region	38.51	38.82	47.4	54.54	53.91

Notes:

Source: Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI:

<https://doi.org/10.25318/3510018801-eng>

Table 3. Violent crime severity index - Selected locations 2020 -2023

Police Service	2020	2021	2022	2023	2024
Durham Region	49.51	53.4	60.55	60.41	64.38
Greater Sudbury	110.53	126.46	135.88	128.78	108.49
Halton Region	26.94	24.35	37.19	32.51	26.24
Hamilton	92.87	92.18	83.88	87.77	85.89
London	74.59	105.59	96.87	88.75	81.84
Niagara Region	57.76	62.83	65.88	68.83	78.46
Ontario	69.5	72.69	78.61	79.78	81.28
Ottawa	56.22	64.52	67.68	66.87	67.44
Peel Region	53.41	51.21	69.76	68.44	80.17
Toronto	91.68	89.76	93.72	96.92	99.82
Waterloo Region	84.99	84.69	98.17	93.03	91.4
Windsor	86.78	90.06	81.01	93.42	96.33
York Region	43.3	46.18	63.93	68.27	70.85

Notes: Source: Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI:

<https://doi.org/10.25318/3510018801-eng>

Table 4. Non-violent crime severity index - Selected locations 2020-2024

Police Service	2020	2021	2022	2023	2024
Durham Region	37.64	39.37	38.38	42.05	40.6

Greater Sudbury	77.87	66.75	60.48	56.77	51.08
Halton Region	21.19	23.36	29.08	32.41	33.47
Hamilton	55.85	58.01	57.54	60.9	58.82
London	81.83	80.67	75.85	64.2	60.07
Niagara Region	57.62	60.83	52.2	50.49	51.68
Ontario	50.21	49.86	51.42	54.77	52.97
Ottawa	44.88	42.47	49.27	51.88	51.55
Peel Region	32.46	32.18	39.23	46.14	47.32
Toronto	46.5	44.37	50.2	59.23	56.77
Waterloo Region	70.95	73.53	72.01	69.82	65.82
Windsor	84.66	97.28	81.31	81.75	74.6
York Region	36.7	36.21	41.2	49.51	47.59

Notes: Source: Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>

Table 5. Weighted clearance rate - Selected locations 2020-2024

Police Service	2020	2021	2022	2023	2024
Durham Region	42.12	46.32	45.05	40.88	43.67
Greater Sudbury	39.98	47.61	51.53	52.02	54.59
Halton Region	56.43	50.08	42.94	40.99	37.9
Hamilton	38.79	44.17	34.97	33.61	33.83
London	30.68	33.46	31.52	38.31	37.78
Niagara Region	32.8	35.38	36.09	35.6	37.74
Ontario	40.47	41.31	39.63	38.07	38.75
Ottawa	35.47	34.47	34.38	32.62	31
Peel Region	46	41.85	38.51	33.72	33.58
Toronto	34.16	35.37	33.94	30.75	30.8
Waterloo Region	32.84	29.96	30.43	30.91	32.12
Windsor	36.06	34.82	37.54	38.81	40.08
York Region	39.6	42.19	38.05	33.86	33.9

Notes: Source: Statistics Canada. Table 35-10-0188-01. Crime severity index and weighted clearance rates, police services in Ontario. DOI: <https://doi.org/10.25318/3510018801-eng>. The weighted clearance rates reflect the proportion of crimes solved (through charge or otherwise) relative to the proportion of crimes occurring, considering the severity of solved crimes. For instance, serious offences are assigned a higher "weight" than less serious offences. For example, solving homicides and robberies has a greater contribution to the overall weighted clearance rate than solving minor theft or mischief cases.

In 2024, Niagara Region recorded improvements across all three clearance rate measures, standing out positively when compared to several other municipalities in Ontario. The Weighted Clearance Rate (Table 5) rose from 35.60% in 2023 to 37.74% in 2024 (+2.14 percentage points, +6.02%), suggesting enhanced overall investigative effectiveness. This rate, which balances violent and non-violent crimes based on severity, puts Niagara above the provincial average increase (+1.79%) and among the

stronger performers in terms of year-over-year gains. The improvement could suggest an upward shift in the region's ability to close cases despite ongoing fluctuations in crime severity indicators.

Breaking down by offence type, violent crime clearance in Niagara climbed from 46.98% to 48.74% (+1.76 points, +3.75%), marking a moderate recovery after declines in prior years. This is noteworthy given that several other jurisdictions, such as Peel (-8.15%) and York (-5.47%), experienced sharp decreases in violent crime clearance rates.

In non-violent offences, Niagara improved from 29.40% to 31.07% (+1.67 points, +5.68%), again outperforming many regions where rates either stagnated or fell. This balanced growth across offence categories suggests that the gains are not driven solely by changes in crime mix but by consistent improvements in investigative outcomes. In the provincial landscape, Niagara's simultaneous upward movement in all three clearance measures places it among a small group of jurisdictions showing broad-based progress in case resolution capacity, highlighting both operational efficiency and adaptability to varying crime challenges.

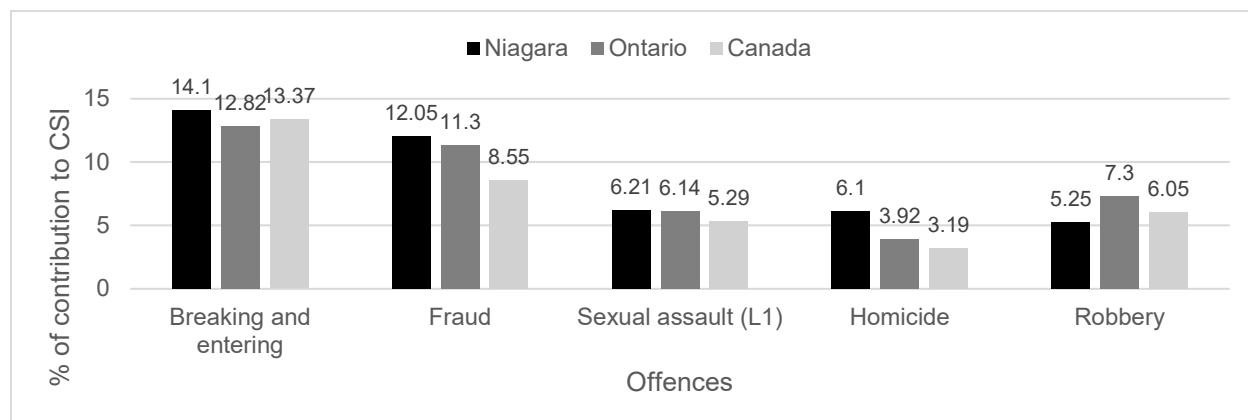
In sum, despite the higher severity of crimes, particularly violent ones, NRPS was able to solve a larger proportion of cases. The combined data suggest that Niagara faced a tougher crime environment in 2024 (i.e., more serious crimes, especially violent incidents) but improved its investigative outcomes at the same time. This is an important distinction: in some regions, a rising CSI is accompanied by falling clearance rates, which signals increased strain on police capacity. In Niagara's case, clearance rates moved upward alongside CSI, implying that the Service was not only able to handle the increased complexity of cases but also improved its effectiveness. Yet this progress comes at a human cost, placing considerable strain on investigators and officers who must manage heavier caseloads and longer hours despite rising demands, raising questions about sustainability over time.

When compared to other Ontario regions, Niagara's situation is notable because it is one of the few jurisdictions to see both a significant rise in violent CSI and an improvement in violent crime clearance rates. Many other areas, such as Peel or York, saw violent CSI pressures without the same clearance rate resilience. This could suggest Niagara's operational strategies, investigative processes, or resource allocation may be more adaptive to shifting crime dynamics, and that it is important to continue investing in our Regional Police service.

Contribution of Offence Types to the Crime Severity Index (2024)

Top CSI Drivers in Niagara (2024)

Figure 4. Top Offences by Contribution to CSI in 2024



In 2024, breaking and entering was the single largest contributor to Niagara's CSI, accounting for 14.1% of the total, slightly higher than both Ontario (12.8%) and Canada (13.4%). Fraud followed as the second-largest driver at 12.1%, well above the Canadian average (8.6%) and closely aligned with Ontario (11.3%). Sexual assault (level 1) contributed 6.2%, nearly identical to Ontario (6.1%) and above Canada (5.3%). Homicide had a disproportionate influence, making up 6.1% of Niagara's CSI, compared with 3.9% in Ontario and 3.2% nationally. By contrast, robbery played a smaller role in Niagara (5.3%) than in Ontario (7.3%) and Canada (6.1%).

Compared with Ontario and Canada, Niagara shows a different CSI profile. Homicide and fraud contribute more heavily (above-average impact), while breaking and entering and sexual assault are comparable but still slightly higher than national levels. Robbery contributes less to Niagara's CSI (below-average impact) than it does elsewhere. Overall, Niagara's CSI in 2024 is driven more by serious violent crimes (notably homicide and sexual assault) and fraud-related offences, whereas Ontario and Canada's CSI relies more heavily on robbery. Niagara's greater exposure to violent and financial crimes, could explain why its CSI sits higher than might be expected for a mid-sized region.

Crime Rates

Over the past 5 years (see Table 6), Niagara Region's crime rate has remained relatively stable, fluctuating modestly between 4,173 and 4,462 incidents per 100,000 population. While this period no longer captures the steep declines observed in earlier decades, the data from 2020 to 2024 suggest that Niagara has maintained one of the more favourable crime rate profiles in Ontario.

In 2024, Niagara recorded 4,462 Criminal Code violations per 100,000 population, representing a 7% increase from 2020 but still aligning closely with the five-year average of 4,296. This stability underscores the region's capacity to sustain low levels of reported crime even amid population growth and evolving social and economic conditions.

When compared to other Ontario municipalities, Niagara ranked fifth lowest in 2024, remaining below both the provincial rate of 4,721 and the municipal median. These findings indicate that Niagara continues to perform well in maintaining community safety, with crime rates consistently below the provincial benchmark and showing strong resilience across the past five years.

Table 6. Crime Rates per 100K Population (2020-2024)

Location	2020	2021	2022	2023	2024	5-Year Average
Ontario	4034.37	4183.13	4440.03	4771.71	4721.21	4430.49
Ottawa	3517.1	3716.06	4249.9	4577.83	4637.55	4139.69
Peel Region	2540.33	2507.39	3055.18	3493.06	3631.08	3045.01
Halton Region	1781.39	2042.16	2554.61	2573.39	2559.34	2302.18
Hamilton	4585.56	4833.07	4889.71	5211.57	5028.71	4909.72
London	6482.4	6680.45	6399.47	5892.21	5624.8	6215.47
Niagara Region	4173.37	4303.65	4267.25	4275.98	4461.78	4296.41
Durham Region	2961.33	3147.12	3375.39	3833.18	3889.66	3441.74
Greater Sudbury	5831.7	5641.28	5531.3	5532.43	4966.27	5500.6
Waterloo Region	5481.03	5785.42	5660.23	5704	5548.22	5635.38
Toronto	3865.85	3991.92	4604.06	5377.55	5303.81	4628.64
York Region	2800.84	3019.13	3502.61	4162.25	3944.03	3485.77
Windsor	5830.78	6250.66	5917.41	6360.1	6269.82	6125.35

Note: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario, <https://doi.org/10.25318/3510018001-eng>

Year-over-Year Crime Rate Changes in Ontario Police Services (2006–2024)

Year-over-year changes in crime rates highlight the short-term shifts in reported incidents across Ontario police services (Table 7). In 2024, most jurisdictions experienced moderate adjustments, marking a period of stabilization following several years of post-pandemic fluctuation. The provincial crime rate declined slightly (–1.1%), suggesting that the overall upward momentum of previous years has begun to level off.

Among Ontario’s twelve municipalities, Halton (–0.5%), London (–4.5%), and Waterloo (–2.7%) recorded the most notable decreases, while Niagara (+4.3%), Durham (+1.5%), and Ottawa (+1.3%) posted modest increases. Larger urban centres such as Toronto (–1.4%) and York (–5.2%) also experienced slight declines, indicating a general moderation across the province.

Niagara Region’s trend was characterized by stability rather than volatility. After a small decline in 2022 (–0.8%) and minimal change in 2023 (+0.2%), Niagara’s crime rate rose by 4.3% in 2024, reaching 4,462 incidents per 100,000 population. Despite this increase, Niagara’s overall growth since 2020 was just +6.9%, considerably below Ontario’s +17% over the same period. This demonstrates a steady and manageable trajectory, reinforcing Niagara’s position as one of the lower-crime jurisdictions in the province.

In summary, 2024 reflected a year of relative balance in crime rates across Ontario. While some communities experienced minor upticks, the broader trend points to stabilization rather than escalation. Niagara’s performance stands out for its consistency and below-average growth, suggesting the effectiveness of localized prevention strategies, community engagement, and enforcement practices in maintaining community safety.

Table 7. Year-over-Year Crime Rate Changes in Ontario Police Services (2020–2024)

Location	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2020–2024 % Change
Ontario	3.7%	6.1%	7.5%	–1.1 %	17.00%
Ottawa	5.7%	14.4%	7.7%	1.3%	31.80%
Peel Region	–1.3 %	21.8%	14.3%	3.9%	43.00%
Halton Region	14.7%	25.1%	0.7%	–0.5 %	43.70%
Hamilton	5.4%	1.2%	6.6%	–3.5 %	9.70%
London	3.1%	–4.2 %	–7.9 %	–4.5 %	–13.2 %
Niagara Region	3.1%	–0.8 %	0.2%	4.3%	6.90%
Durham Region	6.3%	7.3%	13.6%	1.5%	31.30%
Greater Sudbury	–3.3 %	–2.0 %	0.0%	–10.2 %	–14.8 %
Waterloo Region	5.6%	–2.2 %	0.8%	–2.7 %	1.20%
Toronto	3.3%	15.3%	16.8%	–1.4 %	37.20%

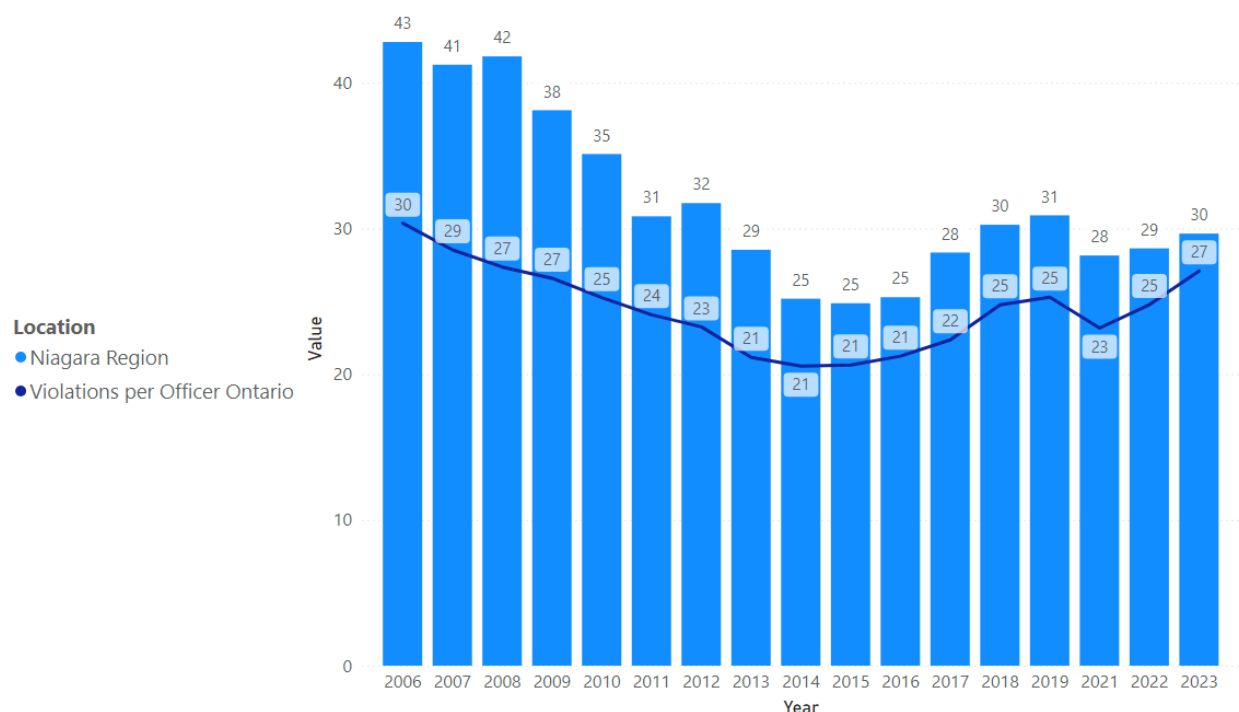
York Region	7.8%	16.0%	18.8%	-5.2 %	40.90%
Windsor	7.2%	-5.3 %	7.5%	-1.4 %	7.50%

In 2024, Niagara's Crime Severity Index (CSI) was shaped by both serious violent crimes (such as homicide, sexual assault, and robbery) and high-impact property crimes (like break and enter, fraud, and theft). Compared with Ontario and similar services, Niagara shows a higher share of homicides and opioid trafficking cases, which push its CSI higher than expected for a mid-sized region.

The region saw a 6% increase in overall crime severity, mostly due to violent crime, while non-violent crime stayed stable. At the same time, Niagara improved its clearance rates across all categories, especially violent offences, bucking the trend of other Ontario services that saw declines.

Taken together, Niagara faces a complex picture: more serious crimes, higher incidents per officer, and added demands from non-criminal calls, yet stronger investigative results. These pressures highlight the need to regularly review staffing levels, workload distribution, and scheduling to ensure officers can continue meeting both community and visitor needs.

Figure 5. Criminal Code Violations per Officer: Niagara Region vs. Ontario (2006–2023)



Notes:

- 1) Data source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. DOI: <https://doi.org/10.25318/3510007701-eng>
- 2) Statistics Canada will now release the Police Administration Survey (PAS) results on a bi-annual basis (i.e., 2024 data is not available yet).

Over time, the ratio of Criminal Code violations per officer has provided valuable insight into the balance between policing resources and community demand. In Niagara Region, this workload indicator has declined significantly from 42.8 violations per officer in 2006 to 29.7 in 2023, reflecting both long-term reductions in reported crime and gradual increases in authorized strength. While the ratio has fluctuated modestly in recent years, it has remained relatively stable since 2016, suggesting a consistent alignment between staffing levels and service demand. In 2023, Niagara officers handled slightly more cases on average than provincial average (29.7 versus 27.1), indicating a somewhat higher operational workload but still within a manageable range. However, it is important to note that these figures do not capture the growing complexity of cases, the time required for thorough investigations, or the administrative and procedural demands placed on officers. Therefore, while this measure offers a useful snapshot of workload trends, it should be interpreted with caution—recognizing that not all calls or investigations carry the same level of effort, risk, or resource intensity.

Demographic and socio-economic profile of the Niagara Region

The Niagara Region is composed of 12 municipalities: Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, Welland, and West Lincoln, as shown in Figure 6. According to Statistics Canada's most recent estimate, the region's population in 2024 is approximately 539,180, or 12.82% higher than the 477,941 residents recorded in the 2021 Census, which itself was a 6.7% increase from 2016. Over the longer term, the population has grown by 37.61% between 1971 and 2021 (Boggs & Dwomoh, 2023), with a population density of 268 persons per square kilometer (Statistics Canada, 2024).

In 2021, there were 207,926 private dwellings in the region. The demographic composition is 48.69% women and 51.31% men, with an average age of 44.4 years and a median age of 46. Approximately 26.4% of residents are aged 65 years and older, while 61.9% are between 15 and 64 years of age (Statistics Canada, 2024; Statistics Canada, 2023). Notably, Grimsby, one of Niagara's fastest-growing municipalities, is projected to grow from an estimated 31,600 residents in 2024 to 51,100 residents by 2051, a 62% increase, driven by significant residential intensification around the planned GO Station area and Downtown, as well as targeted redevelopment across the municipality. Such growth will have important implications for infrastructure, housing supply, and public services across the region, including policing.

Looking ahead, district-level population projections suggest that the Niagara Region's population could grow from about 496,000 in 2022 to roughly 582,000–590,000 by 2033 (an increase of about 17–19%), and further to 690,000–708,000 by 2051 (an overall increase of about 39–43%) (Table 8). Growth will not be evenly distributed: Thorold is projected to increase by 60%, West Lincoln by more than 133%, and Niagara Falls by 43%, while Welland is also expected to see strong growth of 42%. By contrast, municipalities such as Port Colborne (+22%) and Wainfleet (+12%) are projected to expand more modestly. These patterns highlight not only the scale of regional growth but also the uneven demographic shifts across Niagara's communities, suggesting the need for tailored planning in policing service delivery.

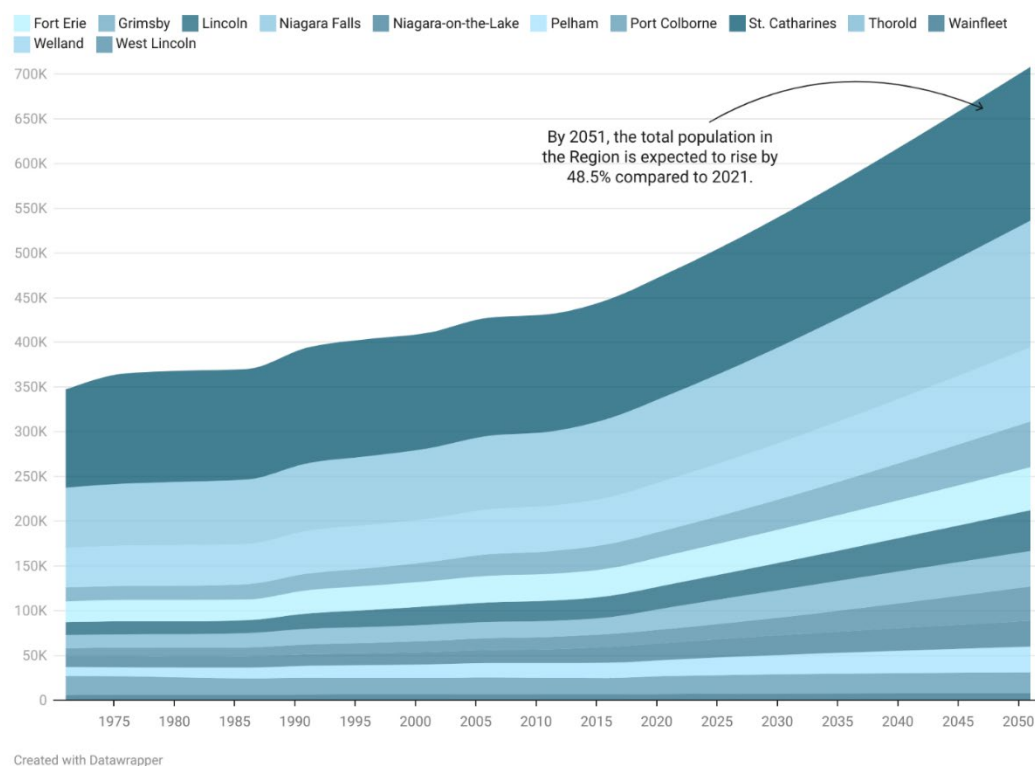
NRPS serves a diverse and evolving population, with growth evident among both younger and older age groups. The largest cohorts are 25–34 years (13.9%) and 60–64 years (7.2%), reflecting a workforce in transition alongside a rapidly aging demographic. This dual trend creates distinct service demands: the younger population (ages 0–19, 19.6%) is more often associated with calls related to property crime, traffic incidents, and social disorder, while older adults more frequently require support for wellness checks, elder abuse prevention, and fraud. Demographic projections indicate continued increases in the 60–64 and 65–69 cohorts, signaling accelerated growth of the senior population over the next 5–10 years. These shifts carry important implications for public safety priorities and the adaptability of police service delivery.

Figure 6. Local Municipalities - Niagara Region



Note: Source: <https://www.niagararegion.ca/government/municipalities/default.aspx>

Figure 7. Population Niagara Region 1971-2051



Notes: Own elaboration with data published by Boggs, J., & Dwomoh, P. (2023). We used the following population estimates: Ontario: Population projections Ontario Population projections - Dataset - Ontario Data Catalogue. [Ontario population projections | ontario.ca](https://data.ontario.ca/ontario-population-projections) and Canada: Statistics Canada. Table 17-10-0152-01 Population estimates, July 1, by census division, 2021 boundaries. DOI: <https://doi.org/10.25318/1710015201-eng>

Table 8. Population Pyramid Niagara Region 2025

Ages	Totals	%
0 to 4	23,629	4.3
5 to 9	26,815	4.9
10 to 14	26,915	4.9
15 to 19	29,771	5.5
20 to 24	37,314	6.8
25 to 29	38,661	7.1
30 to 34	37,518	6.9
35 to 39	34,126	6.3
40 to 44	31,085	5.7
45 to 49	30,156	5.5
50 to 54	31,957	5.9
55 to 59	34,633	6.4
60 to 64	39,290	7.2
65 to 69	36,265	6.7
70 to 74	30,528	5.6
75 to 79	25,016	4.6
80 to 84	15,929	2.9
85 to 89	9,289	1.7
90 Plus	6,255	1.1

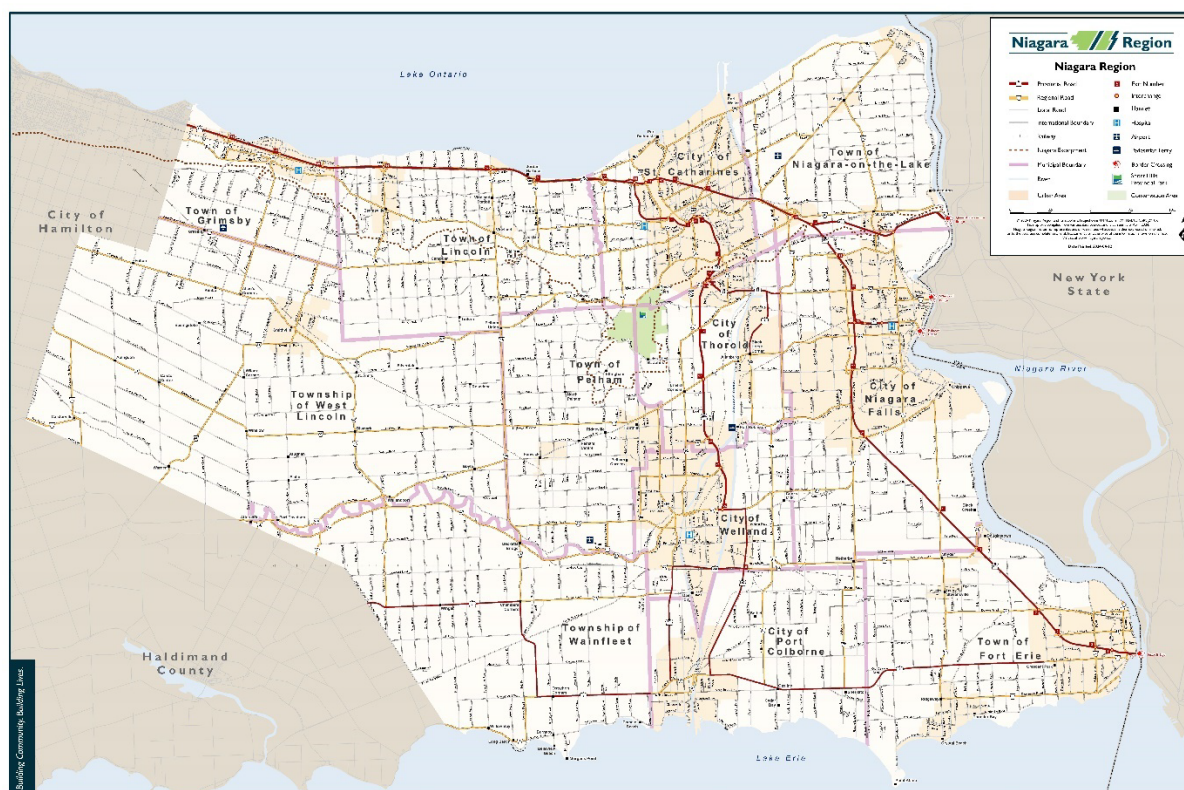
Note: Source: Population projections - Dataset - Ontario Data Catalogue

Regarding economic development, each year, over \$100 billion in trade flows across the Niagara Region's borders, with one in six truck crossings between the U.S. and Canada passing through this crucial area (Niagara Region, 2024). More than 14 million tourists from around the globe visit the Niagara Region each year (Niagara Economic Development, 2024). As of Q2 2022, the GDP per capita for the Niagara region was \$38,152, which is lower compared to Ontario's GDP per capita of \$51,7821. This indicates that the average economic output per person in Niagara is less than the provincial average (Niagara Region, 2022). As presented in Figure 9, the Niagara Region includes 205 regional roads, covering approximately 1,600 kilometers of roads (Niagara Region, 2024).

The Niagara Region in Ontario, Canada, has a diverse socio-economic landscape. The region has a mix of urban and rural areas, with major urban centers such as St. Catharines, Niagara Falls, and Welland. The economy is historically rooted in manufacturing, agriculture, and tourism, particularly around the world-famous Niagara Falls, which drives significant revenue and employment (Niagara Economic Development, 2024). However, the region has been transitioning towards a more diversified economy, with growth in the services sector, education, and healthcare.

Despite this, there are pockets of economic disparity, with some communities facing challenges such as higher unemployment rates, lower median incomes, and limited access to affordable housing. The region's proximity to the U.S. border also plays a significant role in its economic activities, influencing trade, investment, and labor markets (Niagara Region, 2024). Overall, the Niagara Region reflects both the opportunities and challenges typical of a region in economic transition.

Figure 8. Map of regional roads - Niagara Region



A diverse socio-economic landscape characterizes the Niagara Region. The region has a mix of urban and rural areas, with major urban centers such as St. Catharines, Niagara Falls, and Welland. The economy is historically rooted in manufacturing, agriculture, and tourism, particularly around the world-famous Niagara Falls, which drives significant revenue and employment (Niagara Economic Development, 2024). However, the region has been transitioning towards a more diversified economy, with growth in the services sector, education, and healthcare. Despite this, there are pockets of economic disparity, with some communities facing challenges such as higher unemployment rates, lower median incomes, and limited access to affordable housing. The region's proximity to the U.S. border also plays a significant role in its economic activities, influencing trade, investment, and labour markets (Niagara Region, 2024). Overall, the Niagara Region reflects the opportunities and challenges typical of a region in economic transition. (Niagara Economic Development, 2024) (Niagara Region, 2024)

Housing

From 2020 to mid-2025, the Niagara Region recorded the construction of over 14,000 new housing units (14,274 total), marking a significant expansion of the regional housing stock. Growth has been geographically concentrated, with Welland (2,601 units, 18.2%), Thorold (2,511 units, 17.6%), and Niagara Falls (2,618 units, 18.3%) accounting for nearly half of all new builds during this period. These municipalities have been at the forefront of major subdivision and intensification projects.

Other key contributors include St. Catharines (2,079 units, 14.6%), Fort Erie (1,209 units, 8.5%), and Lincoln (988 units, 6.9%), all of which show consistent levels of activity, though with year-to-year variation. Smaller but still notable shares come from Pelham (962 units, 6.7%), Grimsby (570 units, 4.0%), and Niagara-on-the-Lake (464 units, 3.2%), where targeted developments have influenced local market dynamics.

This concentration of new housing demonstrates that Niagara's growth is clustered in a handful of high-growth municipalities, with direct implications for infrastructure planning, transit investment, and the allocation of public services. For policing in particular, such growth patterns could shape service demand, officer deployment, and long-term staffing models, especially in municipalities where residential development is reshaping community size and density at a faster pace than the regional average.

Table 9. New housing units built per year (2020-2025 YTD)

Locations	2020	2021	2022	2023	2024	2025 YTD	Grand Total
Welland	273	464	605	680	354	225	2,601 (18.2%)
Thorold	383	348	719	637	347	77	2,511 (17.6%)
Niagara Falls (Remainder)	491	559	471	360	182	133	2,196 (15.4%)
St. Catharines (Core)	109	151	279	470	202	102	1,313 (9.2%)
Fort Erie	214	347	252	111	256	29	1,209 (8.5%)
Lincoln	198	242	301	16	63	168	988 (6.9%)
Pelham	176	221	218	146	130	71	962 (6.7%)
Grimsby	405	36	51	54	14	10	570 (4.0%)
Niagara-on-the-Lake	103	138	64	97	49	13	464 (3.3%)
St. Catharines (Remainder South)	198	71	23	94	29	46	461 (3.2%)
Niagara Falls (Core)	174	43	129	29	43	4	422 (3.0%)
St. Catharines (Remainder North)	128	30	48	26	52	21	305 (2.1%)
Port Colborne	19	21	59	81	36	56	272 (1.9%)
Grand Total	2871	2671	3219	2801	1757	955	14,274 (100%)

Note: This report was prepared using data from the Canada Mortgage and Housing Corporation (CMHC): [Housing Markets, Data and Research | CMHC](#). Sorted by “Grant Total” Column.

Opioid Related Trends

Like many jurisdictions across Ontario, Niagara continues to experience a disproportionate burden of opioid-related harm. As shown in Table 10, opioid-related deaths have increased markedly since 2015 across the province, but the impact in Niagara has been especially pronounced. The region’s rate rose from 5.9 deaths per 100,000 population in 2015 to a peak of 33.5 in 2021, nearly double the Ontario average of 17.6 that year. While rates have since moderated, Niagara still recorded 15.3 deaths per 100,000 in 2024, approximately 20% higher than the provincial rate (12.6) and above most large urban comparators such as Peel (4.6), York (3.5), Halton (4.5), and Toronto (11.6), though still below the extreme levels seen in Greater Sudbury (35.4).

Current trends underscore the ongoing and complex nature of Niagara’s opioid crisis, where multiple social, economic, and health system factors intersect. Despite some progress since 2021, the sustained elevation in opioid-related mortality could suggest that the region faces persistent challenges, such as service accessibility, housing instability, and mental health comorbidities, that continue to drive vulnerability, as reported in the literature.² From a public safety perspective, the concentration of opioid-related incidents in specific neighbourhoods, coupled with the presence of organized trafficking networks and unpredictable synthetic drug composition, presents heightened risks for both the community and first responders.

These conditions reinforce the need for targeted enforcement strategies focused on disrupting illegal supply chains and preventing the circulation of high-toxicity substances, coordinated alongside public health initiatives. Publicly available data point to the importance of integrated and multi-sectoral responses, combining prevention, harm reduction, enforcement, treatment, and recovery supports. Continued investment in evidence-based interventions, timely data surveillance, and community partnerships remains essential to reduce the human, health, and social toll of opioid-related harm across Niagara.

² Milaney, K., Passi, J., Zaretsky, L., Liu, T., O’Gorman, C. M., Hill, L., & Dutton, D. (2021). Drug use, homelessness and health: responding to the opioid overdose crisis with housing and harm reduction services. *Harm reduction journal*, 18(1), 92.

Table 10. Deaths due to opioid toxicity per 100K Population (2015-2024)

Public Health Unit	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
City of Hamilton Public Health Services	8.4	9.4	15.5	21.8	18.8	22.4	28.8	27.5	24.4	20.1
Durham Region Health Department	4.4	6.2	8.6	8	10.7	13	17.9	9.9	10.2	12
Halton Region Public Health	2.7	4.6	7	7.2	5.5	6.7	6.1	5.7	4.7	4.4
Middlesex-London Health Unit	5.4	6.4	6.4	12.3	12.6	21.4	24.9	22.3	19.3	12.1
Niagara Region Public Health	7.9	8.7	16.2	20.1	19.4	30.8	33.4	24.6	25.3	20.4
Ontario	5.3	6.3	9	10.7	10.9	17.1	19.9	16.7	16.9	13.8
Ottawa Public Health	3.6	4.2	6.6	8.1	6.6	12.3	14.3	15.9	19.2	15.1
Peel Public Health	3.8	3.2	5.5	8.5	7.4	10.6	12.6	7.2	9.3	5.6
Public Health Sudbury & Districts	13.9	8.4	17.2	18	27.5	52.7	46.6	52.9	45.2	36.7
Region of Waterloo Public Health and Emergency Services	4.2	6.9	15.2	10.9	11.8	18.3	19.2	13.8	10.5	12.2
Toronto Public Health	4.9	6.6	10.8	10.8	10.3	18.9	21.1	17.1	16.9	14.2
Windsor-Essex County Health Unit	5.9	9	8.6	13.6	12	17.1	19.5	24.7	27.8	19.5
York Region Public Health	2.7	2.5	3	3.3	5.2	5.4	5.5	4.9	6.7	4.2

Note. Source: [Substance Use and Harms Tool](#) | [Public Health Ontario](#)

Additionally, Niagara's annualized rate of opioid-related poisonings has remained well above Ontario's baseline since 2015, peaking at nearly 200 visits per 100,000 population in 2021 before stabilizing around 115 per 100,000 in 2023–2024. This level places Niagara in the upper tier of Ontario comparators, closer to cities like Hamilton and London, though still lower than Northern municipalities such as Sudbury and Thunder Bay, which report the highest rates in the province.

Table 11. Cases per 100,000 Population (annualized ED visits due to opioid poisonings)

Region	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Ontario	26.5	31.9	55.1	63.9	72	84.9	115	80.2	86	76.2
Niagara	60.3	64.5	111.2	146.9	142.4	144.8	195.7	114.2	115.5	115.7
Hamilton	44.5	53.6	88.4	100.8	131.7	117.1	179.3	122.8	140.4	121.3
Toronto	18.1	25.4	59.3	58.4	69.2	79.6	126.9	80.7	85.5	76.3
Peel	15.8	17.7	34.2	36.9	38.5	41.6	57.6	39.9	36.1	24.9
York	10.8	12.1	20.2	23.4	22.3	25.8	29.4	20	20	18.2
Halton	17.1	22.5	30.5	39.8	39.6	29.8	32.1	31.2	29.1	24.2
Durham	35.1	41.1	57.6	69	79.6	93.3	120.7	68.8	73.8	68.7
Waterloo	27.7	39.8	65.1	75	81.6	80.7	96	66.6	66.6	59.5
London	40.8	36.2	55.9	88.5	134.8	157.2	141.1	124.7	78	56.9

Windsor	22.4	26.3	47.2	50.6	59.9	81.6	114.8	85.1	94.4	87.5
Ottawa	18.7	25.2	37.5	44	43.4	72.2	92.5	74.5	113.3	79
Sudbury	30.8	36.7	42.4	86.6	157.3	249.5	300	218.6	186.9	183.2

Note. Source: [Substance Use and Harms Tool | Public Health Ontario](#)

These patterns underline the compounding public health challenges faced by the Niagara Region and its first responders. The available evidence suggests that the opioid epidemic is deeply interconnected with homelessness, housing precarity, and mental health issues. In fact, the state of emergency declared by the Niagara Region in 2023 reflects the urgency of these crises, as frontline systems, health, social services, and policing, struggle to absorb the rising demand. Understanding Niagara's position relative to the Ontario average and other large urban comparators provides crucial context for planning both targeted local interventions and provincial-level support strategies.

Workload Study Supplementary Report

Executive summary:

- Demand level & outlook. NRPS handled 144,229 CFS in 2024 ($\approx$ 4-year avg 144,575). Forecasts show modest growth ($\approx$ 0.8–1.3%/yr) to roughly 156k by 2030, indicating stable but gradually rising demand.
- When & where calls occur. Workload is concentrated in 1D (38%) and 2D (30%), with 3D up +8.5% vs its 4-yr average. Day shift carries 62.7% of calls; the busiest hour was Tuesday 10:00 a.m. (1,462 calls). On average, NRPS handled $\sim$ 395 calls/day ($\sim$ 16/hour).
- What calls look like. The Top 20 categories $\approx$ 60% of all CFS; Priority 1–2 = 11% (15,918), concentrated in 1D/2D. Many high-volume categories are non-criminal/service-oriented (e.g., MHA $\sim$ 8,300 calls $\approx$ 6%). Clearances are dominated by Report to Follow (38.7%) and No Report (35.9%), nearly 75% combined.
- Staffing needs and gaps: SRF-based estimates indicate a requirement of 492 frontline patrol constables compared to 411 authorized, representing a shortfall of 81 officers (20%), with the largest deficits observed in Districts 1, 2, and 3. Overall police strength is 159.8 per 100k, below Ontario (171.1) and Canada (178.3).
- Action plan. Implement a multi-year hiring plan of at least 28 PCs/year plus 4 Sergeants + 1 Staff Sergeant annually (2026–2028); tighten span of control to 11:1 to sustain oversight and mentorship as staffing grows, with annual reviews to align with demand and attrition.

This supplementary report is designed to enhance the findings of the workload study (MPP Study) conducted by NRPS in June 2024. Utilizing an adapted version of the methodology outlined by Wilson and Weiss (2014), the report examines historical data trends related to staffing levels, call volume forecasts, population estimates, and workload-driven patrol officer requirements, both service-wide and by district. It adheres to the methodological framework recommended by Wilson and Weiss (2014) and incorporates considerations from Famega (2005).

Under section 39 (1) of the Community Safety and Policing Act, the Police Service Board is mandated to ensure the provision of adequate and effective policing tailored to the needs of the local population. The 2024 MPP study by NRPS recommended augmenting the authorized strength of 33 additional frontline officers to improve response times and potentially mitigate the impact of officer absences. The study employed the Shift Relief Factor (SRF) approach, a critical metric in workforce planning for fields requiring continuous coverage, such as law enforcement and healthcare.

The SRF is utilized to determine the additional personnel needed for uninterrupted shift coverage, considering absences due to vacations, sick leave, training, and court thus

offering a tactical solution for maintaining consistent coverage (Wilson & Weiss, 2014). The Shift Relief Factor (SRF) provides a strategic, frontline perspective, accounting for overall staffing needs and operational demands, including special assignments and training requirements (Wilson & Weiss, 2014).

As of October 1, 2025, the Service's sworn complement is authorized at 862 members (see Table 12). Of these, 467 officers (54%) are assigned to frontline emergency response roles, while the remainder hold supervisory, investigative, or specialized positions. The frontline share varies significantly by rank: 36% of Staff Sergeants (12 of 33), 38% of Sergeants (44 of 115), and 60% of Police Constables (411 of 688) serve in frontline capacities. Senior command positions, including the Chief, Deputy Chiefs, Superintendents, and Inspectors, do not carry direct frontline deployment responsibilities.

The 467 frontline officers are distributed across patrol districts as follows (see Table 13): District 1 (136 officers; 29%), District 2 (128; 27%), District 3 (60; 13%), District 5 (36; 8%), District 6 (36; 8%), and District 8 (40; 9%), with a further 31 officers (7%) unassigned pending designation. Within these allocations, span of control ratios, measured as Police Constables per Sergeant, range from 8:1 in Districts 5 and 6 to 13:1 in District 3, with the overall service-wide ratio at 9:1.

Table 12. Authorized - Sworn (Oct 1, 2025)

Position	Total	Frontline	Difference	% Frontline
Chief	1	0		
Deputy	3	0		
Superintendent*	6	0		
Inspectors*	16	0		
Staff Sergeant	33	12	21	36%
Sergeant	115	44	71	38%
Police Constable	688	411	277	60%
Total	862	467	395	54%

*Note. *Actuals are 1 above for these positions*

Table 13. Authorized Frontline Distribution per District (Oct 1, 2025)

Position	Totals	1D	2D	3D	5D	6D	8D	Unassigned
Staff Sergeant	12	4	4	4	0	0	0	0
Sergeant	44	12	12	4	4	4	4	4
Constable	411	120	112	52	32	32	36	27
<i>% from total</i>	100%	29%	27%	13%	8%	8%	9%	7%
Total	467	136	128	60	36	36	40	31
<i>Span of control ratio PC to Sergeant</i>	9	10	9	13	8	8	9	NA

Note. Unassigned means that these authorized positions will be allocated to a district soon.

For this supplementary report, the SRF will be employed to assess and plan shift coverage needs, aligning with similar studies (Wilson & Weiss, 2014; Giblin, 2017; Langton, Ruiter, & Verlaan, 2022) and addressing immediate operational requirements.

Calls for Service (CFS) serve as a key performance metric in this analysis, reflecting the work of front-line officers and guiding staffing decisions. The volume and duration of CFS are strong predictors of service demand and critical for improving response times (Mourtgos, Adams, & Justin, 2024). Despite debates over the definition of CFS, a standard methodology was established by the Police Information and Statistics Committee (POLIS) and Statistics Canada in 2021 (Mazowita & Rotenberg, 2019) guides the inclusion of citizen-generated and officer-generated events, excluding proactive policing activities.

This supplementary report aims to apply standardized methodology to key indicators and expand the historical analysis to include staffing levels, population estimates, and workload-driven officer estimations, including span of control ratios. The goal is to evaluate whether the current labor supply adequately meets community demand and compare various approaches to estimating staffing levels in policing.

Different approaches to estimating staffing levels for police services.

Per capita approach

The per capita approach is straightforward and easy to implement, relying on readily available population data such as census figures and estimates. However, this method has several limitations. It does not account for variations in workload intensity across different jurisdictions, nor does it address changes in population characteristics such as seasonal fluctuations or long-term demographic shifts. Additionally, it overlooks differences in policing styles, service delivery models, and responses to crime.

When using the per capita approach, estimating the number of officers needed involves analyzing changes in population, including growth and density per square kilometer. Table 14 provides population data by district and municipalities in 2024. Notably, Districts 1 and 2 exhibit the highest population densities per square kilometer.

Table 14. District, municipalities, population, land and population per square kilometre.

District	Cities	Population (2024)	Land area in KM ²	Pop. density per KM ²
District 1	St. Catharines	152,958 (28%)	96.2	1590
District 1	Thorold	27,950 (5%)	83.3	336
District 2	Niagara Falls	111,793 (21%)	210.3	532
District 2	Niagara-on-the-Lake	20,254 (4%)	131.4	154
District 3	Pelham	19,855 (4%)	126.4	157
District 3	Welland	63,874 (12%)	81.2	787
District 5	Fort Erie	36,508 (7%)	166.2	220
District 6	Port Colborne	21,830 (4%)	122.0	179
District 6	Wainfleet	7,444 (1%)	217.5	34
District 8	Grimsby	3,1578 (6%)	68.7	460
District 8	Lincoln	28,634 (5%)	162.7	176
District 8	West Lincoln	16,702 (3%)	387.0	43
	Niagara Region	539,380	1852.8	291

Notes:

1. Population estimates presented by Statistics Canada Statistics Canada. Table 17-10-0152-01 Population estimates, July 1, by census division, 2021 boundaries. DOI: <https://doi.org/10.25318/1710015201-eng>

To calculate the *Police Strength Rate* using the Niagara Region population according to the formula reported by Statistics Canada, we must include all sworn members (i.e., patrol officers and senior officers). The formula is as follows:

$$\text{Police Strength Rate} = \left(\frac{\text{Number of sworn members}}{\text{Population}} \right) \times 100,000\%$$

As of October 2025, the NRPS has 862 sworn Police officers, which equates to a Police Strength Rate of 159.9 officers per 100,000 population in 2024. This rate falls below the most recently reported national average³ of 178 and the provincial average of 171.1 officers per 100,000 population.

According to Statistics Canada, the Police Strength Rate has decreased by nearly 2% from 2022, marking the lowest rate since 1970 (Conor, Carrière, Amey, Marcellus, & Sauv  , 2020). To align with these averages, NRPS would need to increase its authorized strength by 61 officers to meet the provincial average and 100 officers to meet the national average.

Table 15. Police Strength Rate, according to Statistics Canada

Location	Police Strength Rate Ratio	Number of Sworn	Difference
NRPS^	159.8	862	
Ontario1	171.1	923	61
Canada1	178.3	962	100

Notes:
Source: Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics. Last update by Statistics Canada: 2024-08-26.
^ Using data as of Oct 1st, 2025
1. 171.1^ Provincial average: Police personnel and selected crime statistics (statcan.gc.ca)
2. 178.26* National average: Police personnel and selected crime statistics (statcan.gc.ca)

In summary, the data presented in Table 14 indicate a need to increase the number of sworn members, particularly patrol officers, at NRPS under the Per Capita approach. However, it is important to note that this approach does not account for the complexity of police work, workload variations, or factors such as crime rates and harm scores across different geographic areas. Subsequent sections will explore alternative methods for estimating staffing needs.

³ <https://www150.statcan.gc.ca/n1/daily-quotidien/240326/cg-a001-eng.htm>

The minimum staffing approach

The minimum staffing approach involves estimating the lowest number of patrol officers needed at any given time to ensure both officer safety and adequate public safety. This method requires collaboration between police service leaders, senior managers, supervisors, and police associations (Orrick, 2008; Wilson & Weiss, 2014). However, a key limitation of this approach is the lack of standardized criteria for determining minimum staffing levels. Different police services may use varying factors—such as population size, call volume, and crime rates—to establish their minimum staffing requirements (Orrick, 2008).

In practice, setting minimum staffing levels too high can lead to increased reliance on police overtime. When staffing falls below these levels, managers often need to address the shortfall through overtime or by deploying officers across districts, leading to organizational challenges such as heightened overtime costs, staff burnout, and decreased morale (Syed, et al., 2020).

For the Niagara Regional Police Service (NRPS), minimum staffing levels are outlined in the 2021-2026 Uniform Collective Agreement (pages 7-8 and 11), as detailed in Tables 15 and 16. We have found that in 2024, we failed to reach our minimums approximately 30 times due to staff shortages; we were at minimum levels 80% of the time during the year and over the minimums only 19% of the time.

Table 16. Minimums - 6:00 pm to 3:00 am – Night Shift

A) 6:00 pm to 3:00 am

A1. Sunday to Wednesday

Districts	Constable	Sergeant	Total
District 1	14	2	16
District 2	12	3	15
District 3	6	1	7
District 5	4	1	5
District 6	4	1	5
District 8	5	1	6
Totals	45	9	54

A2. Thursday

Districts	Constable	Sergeant	Total
District 1	18	3	21
District 2	14	3	17
District 3	7	1	8
District 5	5	1	6
District 6	5	1	6
District 8	6	1	7
Totals	55	10	65

A3. Friday & Saturday

Districts	Constable	Sergeant	Total
District 1	19	3	22
District 2	15	3	18
District 3	7	1	8
District 5	5	1	6
District 6	5	1	6
District 8	6	1	7
Totals	57	10	67

Table 17. Minimums - 3:00 am to 6:00 pm, totals and average – Day Shift

B) and C) 3:00 am to 6:00 pm

District	Constable	Sergeant	Total
District 1	11	2	13
District 2	9	3	12
District 3	5	1	6
District 5	4	1	5
District 6	3	1	4
District 8	5	1	6
Totals	37	9	46

Notes:

1. Source is 2021-2026 Uniform Collective Agreement (pages 7-8 and 11)

c) 6:00 am to 6:00 pm

District	Constable	Sergeant	Total
District 1	11	2	13
District 2	9	3	12
District 3	6	1	7
District 5	4	1	5
District 6	3	1	4
District 8	5	1	6
Totals	38	9	47

Table 18. Average Minimum Officers Required Per Platoon and District

Districts	Ave Minimum /Platoon	Ave Minimum /District
District 1	13	52
District 2	11	42
District 3	6	25
District 5	4	17
District 6	4	14
District 8	5	21
Totals	43	170

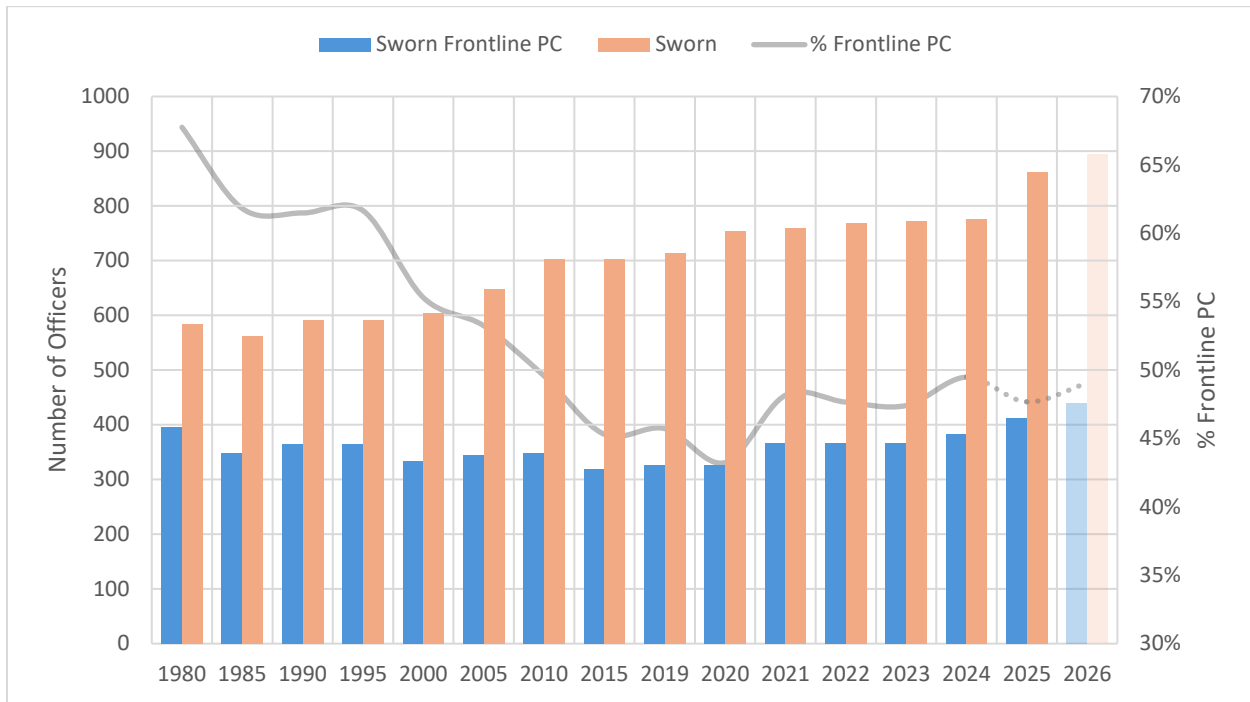
Note. This table represents the average minimum staffing level across a typical week. It is derived by recording the lowest number of staff present in each hour of each day, then averaging those hourly minimums across the week. The result reflects the typical minimum number of frontline staff available at any given hour.

Given the evolving demands for police services and the challenges associated with maintaining adequate staffing levels, it is crucial to review and adjust the minimum staffing requirements regularly. The current minimum staffing levels, as specified in the 2021-2026 Uniform Collective Agreement, may not fully reflect the increasing complexity and volume of service demands faced by NRPS. An updated assessment is needed to ensure that minimum staffing levels align with current operational needs (e.g., demand for service), address staffing shortfalls effectively, and support patrol officers' overall well-being and effectiveness.

The authorized level approach

According to the MPP Study (June 2024), there has been a decline in the number of frontline patrol officers since 2000, primarily due to the impact of the Adequacy Standards. This trend has been observed across many police services in Ontario. (Blandford, 2004). The reduction in frontline positions, including patrol personnel, is primarily attributed to the requirement for police services to allocate resources to meet specific public service obligations. In 2025, patrol PC account for 48% of all sworn members, reflecting this shift, as reported in Figure 10.

Figure 9. Frontline PC vs Total Sworn



The workload-based approach

The workload-based approach provides a more comprehensive and precise method for determining appropriate staffing levels in police departments. By focusing on the actual workload of officers (Wilson & Weiss, 2014), this method offers a systematic and standardized framework for estimating workforce requirements. It has been widely referenced in academic literature and adopted by various police services (Vose, Miller, & Koskine, 2020; Wilson & Weiss, 2014). This approach factors in key elements such as the volume of Calls for Service (CFS), the Shift Relief Factor (SRF), and performance objectives set by the police service. It allows for greater control by incorporating variables such as response to CFS, patrol duties, self-initiated activities, proactive policing, time spent on criminal investigation follow-ups, and the completion of administrative tasks (Wilson & Weiss, 2014; Mazowita & Rotenberg, 2019). This makes it a robust tool for aligning staffing levels with operational demands. There are several steps in this process:

1. Utilize *historical attendance data* to calculate the frontline *Shift Relief Factor*.
2. Convert the Shift Relief Factor to “Available Work Hours” per officer per year.
3. Examine the number of Calls for Service processed.
4. Utilize CAD data to assess the total time spent on CFS
5. Link the SRF to Workload to derive optimal staffing levels to achieve organizational targets.

For the following calculations, we considered Calls for Service (CFS), which include citizen-generated events, officer-generated events, and additional events requiring officer tasking (e.g., online reports), while excluding proactive policing activities. Data was extracted from NRPS databases and validated by subject matter experts, including Communications and Dashboard administrators.

Data Sources:

- **Computer-Aided Dispatch (CAD):** This system contains event data generated from 911 calls, non-emergency calls, dispatch activity, and officer responses. It also tracks officer activity while in the community or on patrol. CAD provides event details and officer information, which are used to populate key metrics for this study.
- **Versadex:** A Records Management System (RMS) that stores NRPS police activity data. Integrated with CAD, Versadex allows officers to input records related to incidents, such as general occurrence reports, supplementary reports, digital evidence, and additional identifying data.
- **Kronos:** A time management system that records employee work schedules and actual hours worked, categorized by type of activity. Kronos reports employee

activity by pay code and hours, and is updated with data from PeopleSoft, the HR system of record for NRPS personnel.

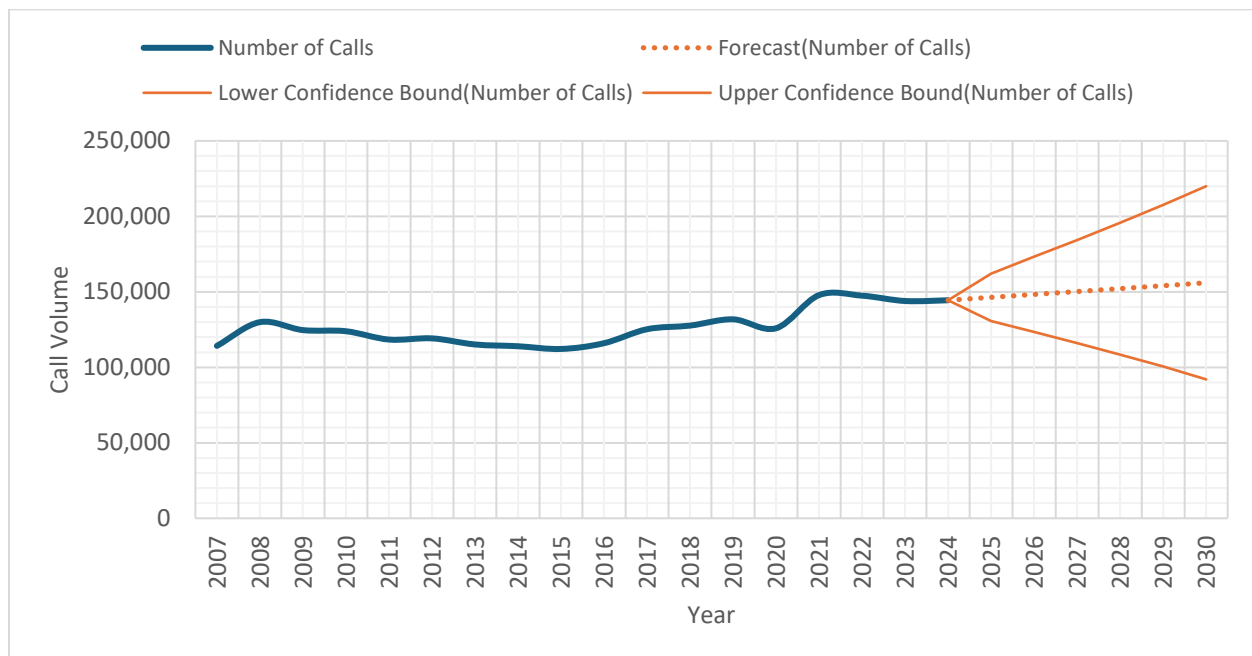
This structured approach ensures that all relevant data is accurately reflected and validated for the study.

1) Examine the distribution of calls for service by hour of day, day of week, and month

Calls for Service - Forecast

NRPS manages all 911 calls, including fire, ambulance, and police-related emergencies. Historically, between 70% and 80% of these calls are dispatched by NRPS. From 2021 to 2024, NRPS handled an average of 144,575 Calls for Service (CFS) directed toward police resources annually, with a 1% increase in CFS volume. Projections for future CFS volumes indicate a marginal yearly increase range between 0.8 to 1.3% per year, consistent with the trend observed in previous years. As such, the CFS variable can be considered relatively stable, with only minor growth over time, as illustrated in Figure 11.

Figure 10. Forecast trend of CFS (January 2007 - December 2030)



Notes:

- Forecast developed using total number of CFS between 2014 and 2023. This method for estimation (i.e., Exponential Triple Smoothing) is commonly used to estimate time series and used for demand estimations (Ferber Tratar, Blaž, & Toman, 2016), it uses the following equations: $s_t = \alpha x_t + (1 - \alpha)s_{t-1}$; $s_{t-1} = s_{t-1} + \alpha(x_t - s_{t-1})$; Simple linear regression: $b = \frac{\sum(x-\bar{x})(y-\bar{y})}{\sum(x-\bar{x})^2}$
- Smoothing Coefficients: Alpha (0.90):
 - Alpha represents the smoothing factor for the level component in an exponential smoothing model. A value of 0.90 means the model

- gives more weight to recent observations when forecasting, which indicates that your model reacts quickly to changes in the data.
- B) Beta (0.00): Beta is the smoothing parameter for the trend component. A value of 0.00 indicates that the model is not factoring in any trend, meaning it assumes no consistent upward or downward pattern in the data over time.
- C) gamma (0.10): Gamma represents the smoothing factor for the seasonal component. A value of 0.10 suggests the model puts relatively low emphasis on seasonal patterns, meaning it assumes a minor seasonal effect in your data.
- D) MASE (0.59): The Mean Absolute Scaled Error measures forecast accuracy relative to a baseline forecast (such as the naive method). A value of 0.59 indicates that your model's errors are about 59% of what they would be if you used a simple baseline model, meaning your model is performing quite well.
- E) SMAPE (0.03): The Symmetric Mean Absolute Percentage Error is a percentage-based accuracy metric that measures the difference between actual and forecasted values. A value of 0.03, or 3%, indicates very high accuracy in your model's forecasts.
- F) MAE (357.58): The Mean Absolute Error represents the average difference between the actual and predicted values. A value of 357.58 means that, on average, the forecasted values deviate from the actual values by about 358 units.
- E) RMSE (462.17): The Root Mean Square Error is another measure of forecast error, with larger deviations being more heavily penalized. A value of 462.17 indicates the standard deviation of the residuals (prediction errors), meaning that the typical forecast error is about 462 units.
- 3) In summary, the high alpha value indicates that your model heavily weighs recent data. The beta value of 0 shows that the model does not account for trends. The gamma value suggests the model considers seasonal effects. Low MASE, SMAPE, MAE, and RMSE values indicate that your model is performing with a high degree of accuracy.

Table 19. Forecast volume of CFS (2025-2030)

Year	Volume of CFS	% Variation
2023	143,403	
2024	144,229	0.3%
2025	146,368	1.3%
2026	148,296	1.3%
2027	150,223	1.3%
2028	152,151	1.3%
2029	154,078	1.3%
2030	156,006	1.3%

Calls for Service – Distribution per Year and District

Table 20. Calls for Service by District per Year

District	2021	2022	2023	2024	% total in 2024	4-Y Average
1 District	54,441	56,562	55,493	54,154	38%	55,163
2 District	44,719	43,547	42,355	43,372	30%	43,498
3 District	21,350	20,676	21,762	23,754	16%	21,886
5 District	8,376	7,930	7,165	7,285	5%	7,689
6 District	6,988	6,324	6,364	6,111	4%	6,447
8 District	9,398	10,355	10,264	9,553	7%	9,893
Total	145,272	145,394	143,403	144,229	100%	144,575

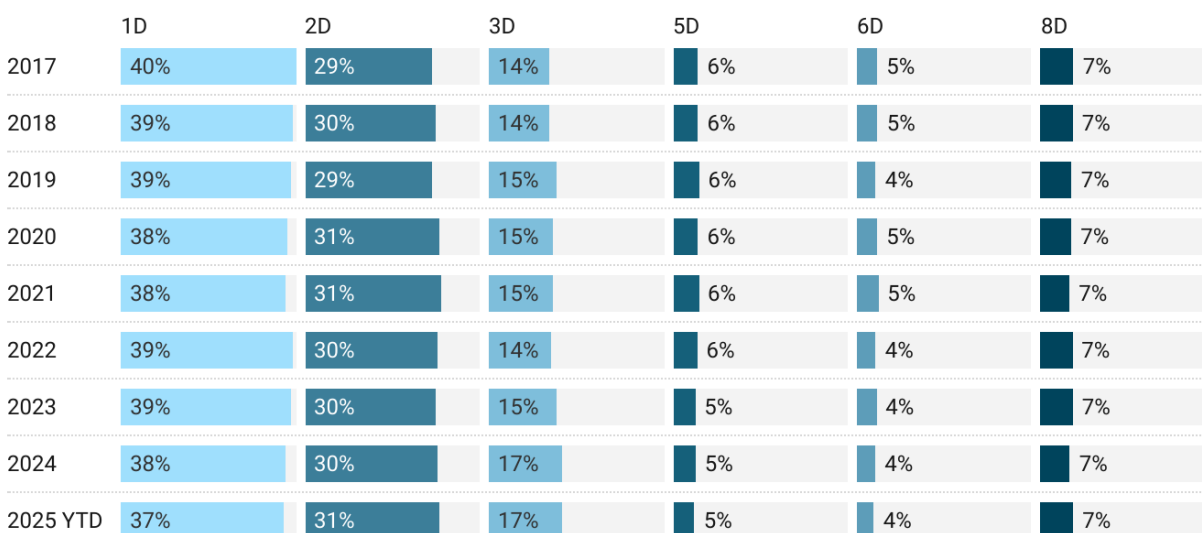
In 2024, the Niagara Regional Police Service responded to 144,229 calls for service (CFS), a volume consistent with the 4-year average of 144,575. The distribution of workload across districts shows significant concentration in urban areas:

- 1 District (St. Catharines/Thorold) recorded 54,154 CFS, representing 38% of total demand.
- 2 District (Niagara Falls/Niagara-on-the-Lake) followed with 43,372 CFS (30%).

- 3 District (Welland/Pelham) accounted for 23,754 CFS (16%), above its 4-year average of 21,886.
- The remaining districts carried smaller proportions: 5 District (7,285 CFS; 5%), 6 District (6,111 CFS; 4%), and 8 District (9,553 CFS; 7%).

Overall, 1 and 2 Districts combined account for nearly 70% of all service demand, while 3 District has experienced notable growth, recording +8.5% more calls than its 4-year average. Workloads in 5, 6, and 8 Districts remain relatively stable, each contributing under 10% of total calls. In practical terms, the total of 144,229 CFS means the Service responds to an average of 395 calls per day, or roughly 16 calls every hour, one call every four minutes.

Figure 11. Distribution of CFS per District



Note. 2025 Year to date.

Calls for Service – Distribution per shift

As presented in Figure 13 and Table 21, the distribution of calls for service between day and night shifts has remained relatively consistent from 2021 through 2024. Day shift activity (i.e., 6 AM to 6 PM) represents the majority of demand, ranging between 60.5% and 62.8% of all calls annually, while night shifts (i.e., 6 PM to 6 AM) account for the remaining 37.2% to 39.5%.

In absolute terms, day shift calls increased slightly from approximately 89,748 in 2021 to 91,157 in 2024 (+1.6%), while night shift calls declined from 58,602 in 2021 to 54,138 in 2024 (–7.6%). This distribution reflects the higher overall activity during daytime hours and the relatively stable but smaller share of calls occurring overnight.

Figure 12. Distribution of CFS per Shift 2021-2024

Total and Average CFS by Hour-Shift-Year

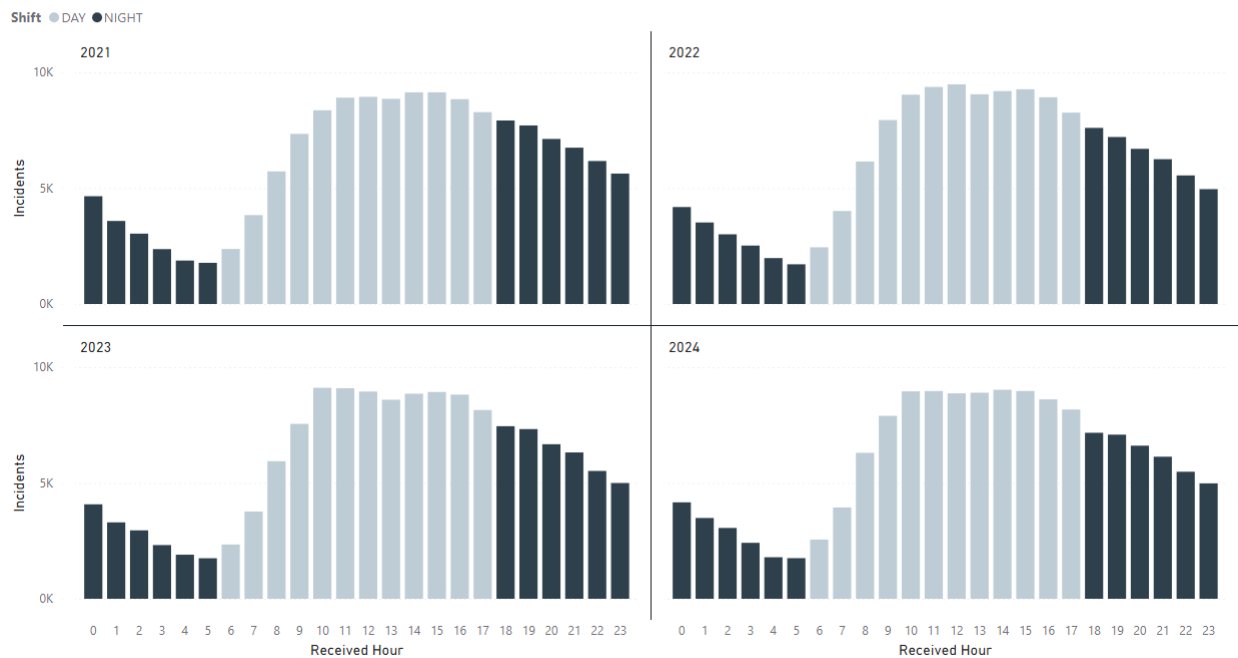


Table 21. CFS in 2024 by year and shift

Year	Day Calls	Night Calls	% Day	% Night
2021	89,748	58,602	60.5%	39.5%
2022	93,144	55,201	62.8%	37.2%
2023	90,082	54,588	62.3%	37.7%
2024	91,157	54,138	62.7%	37.3%

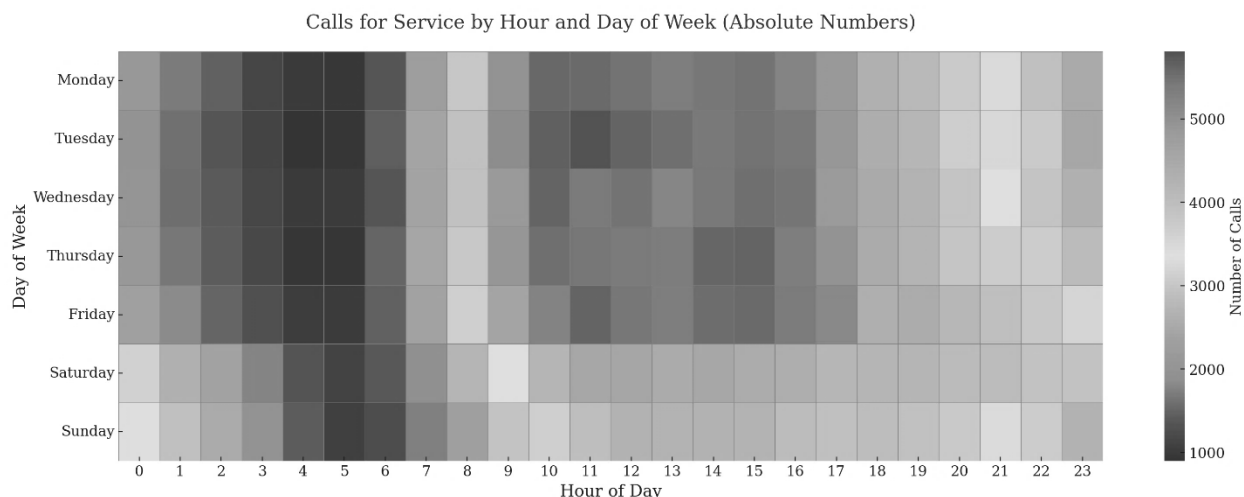
Calls for Service – Distribution by hour of the day and day of the week

As presented in Figure 14, the distribution of calls for service follows a consistent daily rhythm across all days of the week. Call volumes are lowest overnight (typically between 3:00 a.m. and 6:00 a.m.), then increase sharply in the morning hours, peaking between 10:00 a.m. and 3:00 p.m.

- Overnight (12 a.m.–6 a.m.): Volumes are low, ranging from roughly 900 to 3,800 calls per hour, reflecting reduced activity.
- Morning ramp-up (6 a.m.–9 a.m.): Calls steadily increase, often doubling between 6:00 a.m. and 9:00 a.m. as daytime activity begins.
- Midday peak (10 a.m.–3 p.m.): The busiest hours, with most days registering 5,000–5,600 calls per hour. This represents the core demand window for police services.
- Late afternoon (4 p.m.–7 p.m.): Calls remain high but begin to taper slightly, generally between 4,000–5,000 per hour.

- Evening (8 p.m.–11 p.m.): Gradual decline in calls, averaging 3,500–4,500 per hour, with a sharper fall after 11:00 p.m.+

Figure 13. Distribution by hour of the day and day of the week (2021-2024)



The daily pattern is remarkably stable throughout all days, with slight variations:

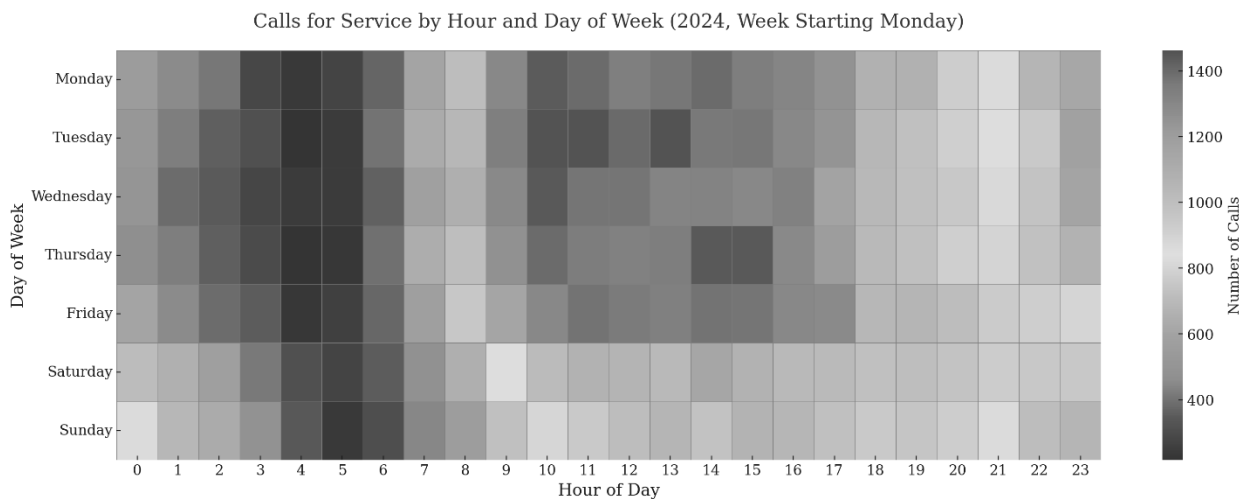
- Friday and Saturday evenings sustain higher call levels later into the night (often exceeding 4,000 calls after 8 p.m.), reflecting weekend social activity.
- Weekdays (Mon–Thu) have sharper declines after 9 p.m. and steadier midday peaks tied to work and school schedules.

For 2024 (Figure 15), the distribution across the week followed established patterns: Friday was the busiest day (21,897 calls; 15.1% of weekly calls), while Sunday was the least active (18,291 calls; 12.6%). On average, the Service responded to ~866 calls per day, with weekday volumes ranging between 21,074 and 21,668 calls (14.5–14.9%) and weekend days showing lower totals (19,502 on Saturday; 18,291 on Sunday).

By hour of the day, demand was lowest between 2:00 a.m. and 6:00 a.m., rising sharply after 7:00 a.m. and peaking from 10:00 a.m. to 3:00 p.m., when each hour accounted for approximately 6–7% of daily calls. The single busiest hour of the year was Tuesday at 10:00 a.m., with 1,462 calls recorded (see Figure 15)

Evening volumes tapered gradually, with weekends (especially Saturday and Sunday) showing higher late-night and early-morning activity compared to weekdays. When viewed by shift, day shifts (6:00 a.m.–6:00 p.m.) carried 62.7% of the annual workload (91,157 calls), while night shifts (6:00 p.m.–6:00 a.m.) accounted for 37.3% (54,138 calls).

Figure 14. Distribution by hour of the day and day of the week (2024)



Call for Service by Priority Level

The distribution of calls for service shows that **Priority 1 and 2 incidents**, considered the highest urgency, accounted for a combined 15,918 calls (11% of the total workload). These high-priority events were concentrated in 1 District (8,008 calls; 50% of all P1 & P2) and 2 District (6,463 calls; 41%), reflecting the urban centres with higher population and call volumes. The remaining districts accounted for smaller shares of Priority 1 and 2 calls, each ranging between 2–5%.

Overall, Priority 3 and 4 calls dominate the workload, together representing 57% of all calls (83,310 incidents). Priority 5 and 6 calls accounted for an additional 27% (39,208 incidents), typically involving lower urgency or non-emergency matters.

When viewed by geography, 1 District (37%) and 2 District (30%) together made up two-thirds of the Service’s total call demand, followed by 3 District (16%), while the other districts each carried between 4–7% of calls.

Table 22. CFS in 2024 by district and priority level

District	1	2	3	4	5	6	Grand Total	% of Total
1D	293	7,715	19,602	11,342	8,441	6,721	54,114	37%
2D	186	6,277	16,015	9,600	7,344	3,966	43,388	30%
3D	137	3,953	8,043	5,577	3,958	2,072	23,740	16%
5D	36	1,243	2,214	1,788	1,391	608	7,280	5%
6D	34	1,010	1,928	1,549	1,161	428	6,110	4%
8D	55	1689	2499	2538	1687	1081	9,549	7%
Grand Total	750	21918	50756	32554	24107	15101		
% of Total	1%	15%	35%	23%	17%	10%		

Calls by Type in 2024

In 2024, a small number of incident types made up most of the workload. The Top 20 categories accounted for nearly 60% of all calls (≈87,000 of 145,187). The largest single category was “Unwanted Person” (7.7%; 11,241 calls), followed by “Assist Ambulance” (4.6%), “Welfare Check – Urgent” (4.5%), and “Collision Reporting Centre – No Dispatch” (4.0%). Other frequent calls included Driving Complaints, Theft – Past, Warrants, and Disturbances.

Many of these top categories are non-criminal or service-related, such as welfare checks, ambulance assists, noise complaints, and mental health calls. They show that officers are often responding to health and social needs in addition to crime, highlighting the police role as a 24/7 safety net.

While important for community well-being, many of these calls are resolved on scene without formal reports (e.g., Unwanted Person, Assist Ambulance, Welfare Check – Urgent). In contrast, calls like Domestic Disturbance – Past, Fraud – Past, and Theft – Past require more documentation and investigation but occur less often.

This pattern means that a large share of officer time is spent on lower-risk, service-oriented calls. It points to the need for alternative response options, such as mental health crisis teams, community safety officers, or civilian-led units, to better match resources to call type and free frontline officers for more complex, high-risk cases.

Call Clearance Outcomes (2024)

Analysis of call clearance outcomes shows that the majority of calls are resolved in two main ways: “Report to Follow” (38.7%; 56,159 calls) and “No Report” (35.9%; 52,158 calls). Together, these outcomes account for nearly three-quarters (74.6%) of all calls for service, illustrating how frontline officers spend much of their time either preparing documentation or resolving incidents on scene without further reports.

Other outcomes included cancellations (14.1%; 20,529 calls) and automatic closures (10.6%; 15,346 calls), while only a small proportion were referred to outside services (0.6%; 810 calls). Follow-ups (0.1%) and duplicates (0.1%) represented negligible shares.

This distribution highlights both the heavy administrative demands tied to reportable calls and the high frequency of events that require officer time but do not generate investigative output, underscoring the importance of exploring alternative response pathways for non-criminal and service-related incidents.

Table 23. Call Clearance Outcomes

Call Clearance Outcomes	Count	Percent
Automatically	15,346	10.6%
Cancel	20,529	14.1%
No Report	52,158	35.9%
Report to Follow	56,159	38.7%
Follow up	111	0.1%
Referred (Sent to Outside Services	810	0.6%
Duplicate	74	0.1%

2) Examine the nature of calls for service

In 2024, NRPS frontline patrol officers responded to over 200 call types, although many of these represent priority-level variations of the same underlying category (e.g., Assault, Theft, or Mental Health Act calls). Despite this broad range, demand is highly concentrated in a small set of categories.

The top 20 categories accounted for nearly 60% of all calls (≈87,000 of 145,187), with Unwanted Person (7.7%; 11,241 calls) as the single largest contributor. Other major categories included Assist Ambulance (4.6%), Welfare Check – Urgent (4.5%), MVC Collision Reporting Centre – No Dispatch (4.0%), Driving Complaint (3.6%), Theft – Past (3.4%), Warrants (3.4%), and Disturbance (3.3%).

Many of these high-volume categories are non-criminal or service-oriented in nature, such as ambulance assists, welfare checks, noise complaints, and Mental Health Act calls. In fact, Mental Health Act incidents across all variations (violent, non-violent, and no-dispatch) totaled more than 8,300 calls, representing nearly 6% of the annual workload. These calls, while essential to community well-being, often generate limited investigative outcomes or follow-up reports.

This distribution aligns with national and international research showing that only 40–50% of police calls are directly crime-related, with the remainder tied to health, social issues, traffic concerns, and quality-of-life complaints (Langton, Ruiter, & Verlaan, 2022; Ratcliffe, 2021). It highlights how police are frequently called upon to fill gaps in social, health, and community services, placing added pressure on frontline resources.

Moving forward, this pattern reinforces the importance of:

- Expanding partnerships with mental health, health care, and community organizations,
- Embedding alternative responders for non-criminal and service-oriented calls, and
- Aligning staffing and deployment models with the true nature of service demand.

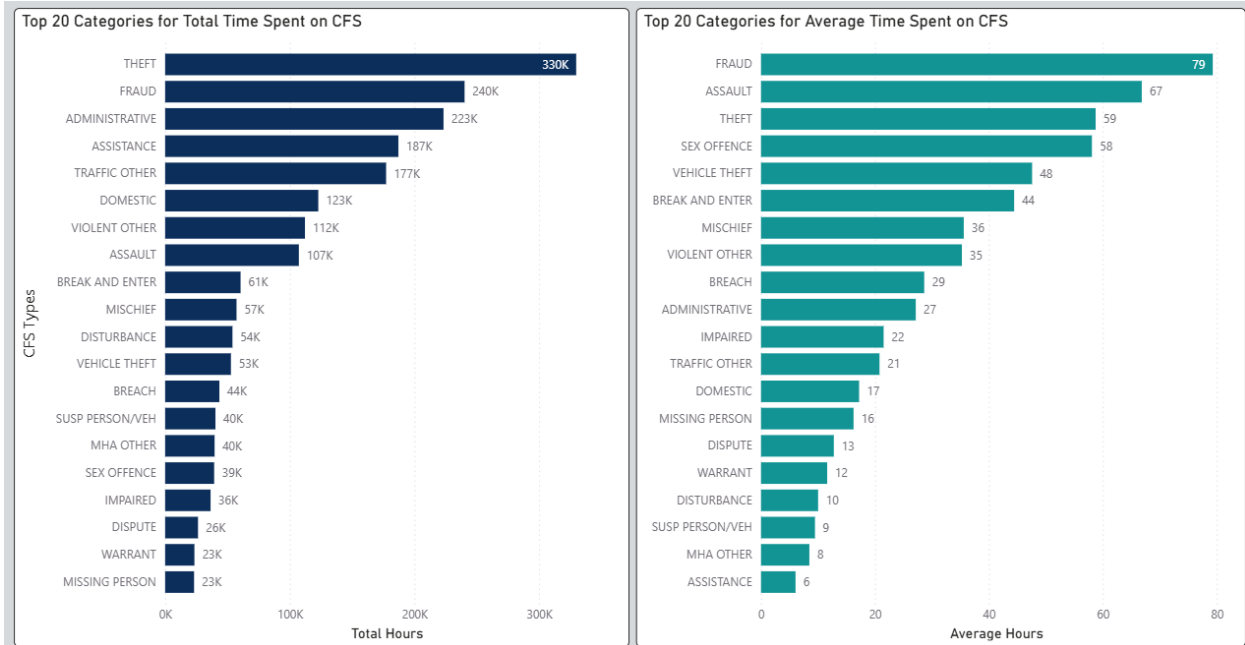
The strategic actions section of this report provides detailed recommendations to strengthen NRPS's capacity to deliver effective, sustainable service while ensuring that frontline officers remain focused on the most complex and high-risk incidents.

3) Estimate the time consumed on calls for service

The analysis of the Top 20 Calls for Service in 2024 highlights how frontline workload is shaped by both volume-driven categories and time-intensive investigations. Together, these calls represent the bulk of officer deployment and reveal important patterns in how resources are consumed across the service.

Total Time Spent

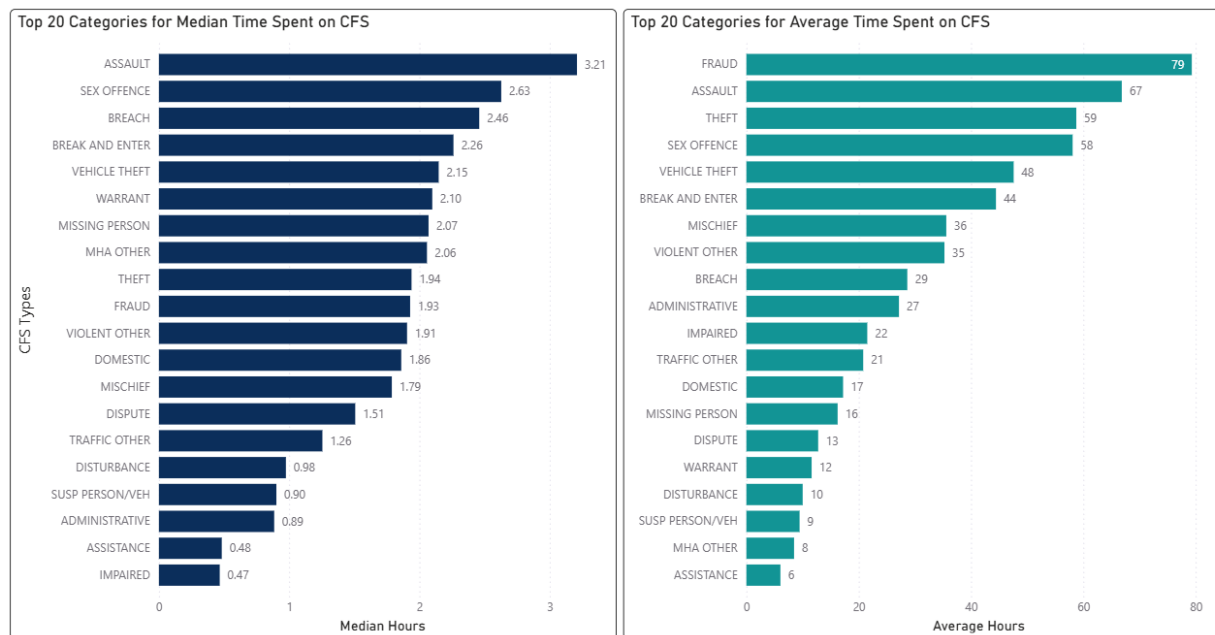
Figure 15. Total Time Spent by Category



The largest share of total hours was concentrated in a small number of categories. Theft (330,000 hours), Fraud (240,000 hours), and Administrative (223,000 hours) accounted for the most time overall, followed by Assistance (187,000 hours) and Traffic – Other (177,000 hours). Collectively, these five categories consumed well over half of all recorded patrol time, underscoring their dominant role in day-to-day service demand.

Average and Median Time per Incident

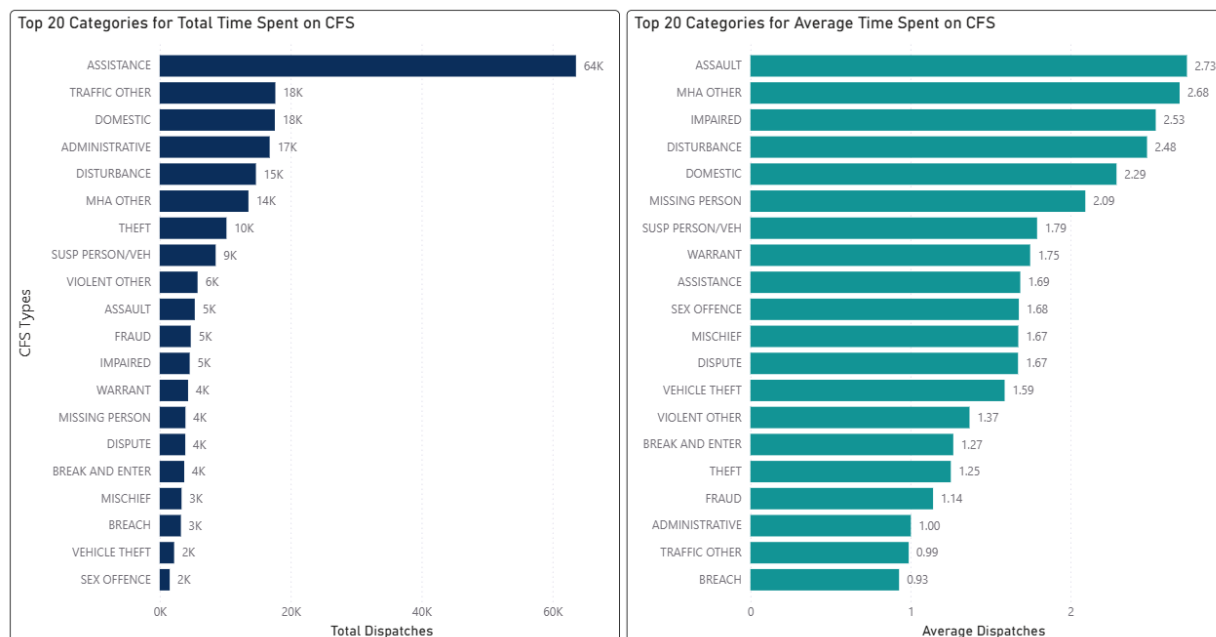
Figure 16. Median Time per Incident



When viewed at the incident level, a different picture emerges. Fraud (79 average hours per incident), Assault (67 hours), and Theft (59 hours) were the most time-intensive categories on average, reflecting their investigative complexity and follow-up requirements. Median time values confirm this pattern, with Assault (3.2 hours), Sex Offence (2.6 hours), and Breach (2.5 hours) at the top. These figures illustrate how certain categories, while not always the most frequent, place significant time burdens on officers once they are dispatched.

Dispatch Volumes

Figure 17. Dispatch volumes



The number of dispatches provides another critical dimension of workload. Assistance (64,000 dispatches) far outpaced all other categories, followed by Traffic – Other (18,000) and Domestic (18,000). These categories typically involve shorter service times per call compared to major crime investigations, but their high frequency ensures they remain among the most resource-intensive activities for frontline patrol.

Other notable categories included Administrative (17,000), Disturbance (15,000), and Mental Health Act – Other (14,000), all of which reflect the wide range of non-criminal or support-oriented demands officers face. While categories like Fraud (5,000), Assault (5,000), and Impaired (5,000) occur less frequently, they often consume disproportionate time and attention when dispatched. Lower-volume calls such as Sex Offence (2,000) or Vehicle Theft (2,000) also demand significant officer investment per incident.

Patterns and Implications

Taken together, these findings highlight a dual challenge:

- High-volume, short-duration calls (e.g., Assistance, Traffic – Other, Domestic) drive constant patrol demand and tie up resources even though each incident is relatively brief.
- Low-volume, high-complexity calls (e.g., Fraud, Sex Offence, Break and Enter) absorb extensive officer hours despite their smaller share of dispatches.

Notably, Fraud and Theft sit in both categories, they are frequent enough to appear among the most common calls while also being highly time-intensive on a per-incident basis, these volumes are consistent with the information reported as part of the *Crime Severity Index*. This combination made them the two of the most significant workload drivers in 2024.

4) Calculate the Shift Relief Factor

The Shift Relief Factor (SRF) helps determine how many officers are needed make sure there's always one officer available to work each shift, every day of the year.

Because officers take time off for vacation, sick leave, training, and court appearances, not everyone is available at all times. The SRF adjusts for these absences so that staffing levels remain consistent.

How it's calculated:

1. Start with attendance data:
We look at real records showing how many officers were *scheduled* for a shift and how many were actually *on duty*.
2. Find the attendance rate:
We divide the number of officers on duty by the number assigned to the shift.

$$\text{Attendance Ratio} = \frac{\text{On-Duty Officers}}{\text{Assigned Officers}}$$

3. Result:
In 2024, officers were on duty 62.9% of the time on average. This means that out of every 100 assigned officers, about 63 were actually available to work at any given time, and the rest were off due to vacation, training, illness, or other reasons (e.g., parental leave).

Analysis of 2024 attendance data shows that the Attendance Ratio was 62.9%.

Calculate the Shift Relief Factor:

$$\text{Shift Relief Factor} = \frac{1}{\text{Attendance Ratio}}, \text{ then}$$

$$\text{SRF} = \frac{1}{0.629} = 1.59$$

Based on attendance data from 2024, **1.59 frontline police constables** must be assigned to ensure one officer is physically on-duty at any given time.

Because the SRF is derived from actual attendance data, it reflects all real-world absences (vacation, court, illness, training, etc.). No estimates or assumptions are required; it measures true operational attendance, and can be used as an accurate metric or representation of actual resource utilization, in further evaluation of police frontline workload requirements.

5) Establish performance objectives

The International Association of Chiefs of Police (IACP) recommends that patrol officers allocate their time as follows: one-third to responding to Calls for Service (CFS), one-third to proactive (patrol) activities, and one-third to administrative tasks (Wilson & Weiss, 2014). According to the IACP, a patrol officer's total time dedicated to responding to CFS should not exceed 60% of their workload. This threshold, known as the saturation index, is crucial to prevent potential negative impacts on officers' mental and physical health and overall well-being (Syed, et al., 2020; Hofer, 2021).

For our estimation purposes, we used a scenario where patrol officers allocate their time as follows:

- 60% to responding to Calls for Service, including administrative tasks, criminal investigation follow-ups, and;
- 40% proactive patrol and self-initiated policing,

Several studies have observed that a mix between regular operations (i.e., calls for service) and frontline proactive work is ideal (Vose, Miller, & Koskine, 2020; Wilson & Weiss, 2014). Establishing performance objectives for patrol officers is crucial as it provides clear benchmarks for evaluating their effectiveness, ensures accountability, and fosters continuous improvement in both individual and departmental performance, ultimately enhancing overall community safety and service quality.

6) Provide staffing estimates

For this estimation, we used the 2024 CFS data, which is distributed between two shifts: days and nights as shown in Table 23. To account for the variability and ensure robustness, we applied a conservative median time of 70 minutes per CFS, recognizing that each incident is unique. This approach mitigates the impact of outliers that could distort the average time for handling CFS. While conservative, this method provides a reliable estimation by minimizing skew and ensuring accuracy.

Table 24. Staffing estimates per shift using CFS in 2024 –

Shift	CFS 2024	Percentage	Hours	PC required to meet performance objectives	# PC required to meet performance objectives by SRF
Days	91,157	63%	106,350	97	309
Nights	54,138	37%	63,161	58	183
Totals	145,295		169,511	155	492

Notes:

1. Total hours include an additional 25% to account for CFS where multiple patrol officers were dispatched or self-dispatched.
2. Minutes resulted from multiplying the total number of minutes per shift by the median time for CFS in 2024 (i.e., 70 minutes). This approach allowed for controlling for outliers. Hours resulted from dividing the minutes by 60.
3. The Total number of PC Officers (i.e., patrol officers) required to meet demand for service is calculated by multiplying the total number of minimum officers required by the SRF, considering that Patrol Officers spend their time in the following activities: 25% CFS, 25% patrol and self-initiated proactive policing, 25% administrative time, and 25% dedicated to criminal investigation follow-ups, as suggested by Wilson & Weiss (2014).
4. We estimated the number of officers required to handle these calls by dividing the total number of hours consumed in calls by the number of hours an officer could work each year, assuming 365 days and 12-hour shifts (4,380).

Next, Table 25 displays the results by district, incorporating the SRF estimation. This table enables the reader to identify which districts require additional patrol officers based on their volume of CFS. It's important to note that the current analysis does not account for the complexity or harm score of each CFS, which could provide further insight into the need for additional officers in each district. Including these factors would refine the estimation by addressing the varying demands of different types of CFS. Nevertheless, the volume and performance-based metrics used in this estimation align with methodologies from similar studies (Wilson & Weiss, 2014; Vose, Miller, & Koskine, 2020; Langton, Ruiter, & Verlaan, 2022), ensuring the approach remains robust and comparable.

Table 25. Difference between authorized and SRF estimation

Categories	Calculation SRF
Authorized Strength (Oct 1, 2025)	411
Required Patrol Officers	492
Difference	81
Difference in %	20%

Table 26. Results by District

District	CFS 2024	PC required to meet performance	PC required SRF	Authorized	Difference between SRF vs Authorized
1D	54,154	58	183	120	63
2D	43,372	46	147	112	35
3D	23,754	25	80	52	28
5D	7,285	8	25	32	-7
6D	6,111	7	21	32	-11
8D	9,553	10	32	36	-4
Unassigned	1,066	1	4	27	NA
Totals	145,295	154	492	411	81

Note. Unassigned calls for service (CFS) refer to incidents that were not allocated to a specific district within the Records Management System (RMS).

Span of control considerations

Span of control refers to the number of subordinates a supervisor can effectively oversee while maintaining clear communication, adequate oversight, and operational efficiency (Gaines & Worrall, 2013). Our environmental scan of eight Canadian police services found that formal span of control policies are generally absent, with most agencies relying on informal practices. These typically range between 8 to 16 officers per supervisor, depending on shift workload, unit specialization, and the complexity of duties.

At NRPS, General Order 067 (Section 3.12) specifies that “...in normal day-to-day operations and subject to the exigencies of the Police Service, the span of control for Supervisory personnel shall not exceed twelve (12).” While this provides an upper limit, it does not align with emerging best practices in public safety and emergency management. Research from FEMA and policing studies (FEMA Emergency Management Institute, n.d.; Giblin, 2017) suggests that a ratio closer to 7:1 is optimal in high-risk, dynamic environments, where supervisors must make rapid decisions and coordinate complex responses.

Given the current staffing pressures and the need to balance effective oversight with operational flexibility. We recommend that NRPS adopt a revised target span of control of 11 constables per sergeant. This adjustment would:

- Reduce supervisory burden, particularly during peak demand periods,
- Strengthen oversight and mentorship capacity, especially for new recruits,
- Enhance accountability by ensuring more manageable spans, and
- Align NRPS more closely with modern emergency management principles, while remaining practical given resource constraints.

In practice, moving toward a 11:1 ratio will require a phased adjustment of supervisory staffing levels as part of the broader multi-annual hiring plan. This ensures that growth in frontline constable numbers is matched with supervisory capacity, maintaining both efficiency and safety in frontline operations.

Table 27. Span of control estimations (SRF)

	Estimation	Strength	Difference
Estimation	SRF Estimation (A)	Authorized (B)	Between SRF and Authorized (A-B)
Constables	492	411	81
Sergeants*	45	44	1
S/Sergeants*	15	12	3
Totals	552	467	85

Note. *Sergeants and S/Sergeants *span of control ratio* is 1:11 and 1:3, respectively.

Table 28. Environmental Scan - Span of Control Ratios for frontline patrol

Police service	Span of Control Ratio (i.e., cop per supervisor)	Notes
Peel Regional Police	10:1 12:1	10-12 Constables / Sergeant* Depending on availability 5-6 Sergeant / Platoon S/Sgt. has approx. 45-60 Investigative units and emergency support average is 6-10 Constables / Sergeant
Hamilton	8:1 10:1	Not established in policy but informal ratios are: 8:1, 10:1, depending on staff availability
Halton	Do not have span of control ratios established	
London	Do not have span of control ratios established	
Waterloo	Do not have span of control ratios established	
Niagara	12:1	Established in GO - 067, In normal day- to-day operations and subject to the exigencies of the Police Service, the span of control for Supervisory personnel shall not exceed twelve (12)
York	8-10:1	After conducting a workload study, YRP found that their ideal span of control should be between 8-10 PC to supervisor.

Recommendations:

Recommendations and Multi-Annual Hiring Plan to Support the Frontline.

This supplementary workload analysis showed a significant shortfall between authorized patrol strength (411 constables) and the number required to meet operational demand (492 constables), a gap of 81 frontline police constables (20%). District-level results confirm the greatest deficits are in Districts 1, 2, and 3, where demand most exceeds available resources.

To close this gap while maintaining organizational stability, it is recommended that NRPS implement a multi-annual hiring plan to support the frontline. This phased approach will:

- Relieve immediate operational strain while supporting sustainable recruitment and training,
- Align staffing levels with projected service demand by 2029, and
- Facilitate workforce renewal in light of retirements and attrition.

The proposed hiring model is consistent throughout the next three years:

- 2026: 28 PCs + 4 Sergeants + 1 Staff Sergeant
- 2027: 27 PCs + 4 Sergeants + 1 Staff Sergeant
- 2028: 26 PCs + 4 Sergeants + 1 Staff Sergeant

This structure balances operational needs with fiscal realities, distributing growth evenly to support training, supervision, and effective deployment.

- Budget Considerations. Adopting the same hiring plan each year (2026–2028) provides predictability for budgeting, long-term planning, and onboarding. Future discussions should also consider program-specific needs (e.g., Modified Worker Program, analyst positions) for integration into financial planning.
- Supervisory Capacity. Adjustments to supervisory staffing are required to maintain effective oversight. Current policy permits a maximum span of control of 12 constables per sergeant. Based on operational needs and best practices identified in the environmental scan, it is recommended that NRPS revise this target to 11:1 (Sgt to PC). This ratio will strengthen accountability, improve mentorship (especially for new recruits), and ensure more manageable spans of control as staffing increases.

Strategic actions

Action	Description
CSI-focused crime reduction micro-strategy (high-volume, high-harm)	Direct prevention, investigations, and POP toward top CSI contributors (Fraud, Theft/Vehicle Theft, Break & Enter, Assault, Sex Offence). Use micro-strategies to regularly check “hotspots” of locations/offenders and clusters. Link to top collision intersections and high-complaint traffic areas for joint enforcement/prevention.
High-harm offender management (low-volume, high-harm)	Enhance the Offender Management Unit (police + probation + prosecution + social support) to manage prolific violent offenders and repeat bail breaches. Track repeat offenders on bail/conditions and chronic drivers with most offences. Combine strict enforcement with targeted supports.
Diversion & deflection (low-harm, high-volume)	Expand non-police pathways for low-harm categories (Unwanted Person, Welfare Checks, Noise, Parking, minor Fraud). Scale MHA co-response and online/self-service reporting. Partner with victim services for repeat DV residences and with public health on opioid-related calls/overdose clusters.
Proactive strategies from CFS trends	Analyze CFS by time, type, and location to launch targeted initiatives (e.g., shop theft corridors, nightlife patrols, repeat offender patterns). Use short POP sprints supported by new PCs. Integrate tracking of top license plates with most violations and drivers with most offences for targeted interventions.
Three-year recruitment & supervisory capacity	Implement a recruiting and hiring plan of 28 PCs, 4 Sergeants, and 1 Staff Sergeant in 2026; 27 PCs, 4 Sergeants, and 1 Staff Sergeant in 2027; and 26 PCs, 4 Sergeants, and 1 Staff Sergeant in 2028. Maintain a 11:1 PC-to-Sergeant span to strengthen oversight and mentorship. Expand and formalize acting sergeant programs so PCs can temporarily assume supervisory duties, especially in districts with higher PC-to-Sergeant ratios (e.g., 3D at 13:1). This builds leadership capacity, ensures coverage during absences, and prepares future supervisors while relieving pressure on existing sergeants.
Scheduling to demand	Realign shift coverage to match call peaks (e.g., expand 4 p.m.–4 a.m. shifts; add overlap during 10 a.m.–3 p.m. and 6 p.m.–11 p.m.), or any other alternative compatible with current staffing schedules. Pilot flexible squads/districts for surges.
Strategic resource allocation by district/shift	Rebalance staffing using SRF and district-level CFS. Prioritize 1D, 2D, and growing 3D; deploy temporary task forces where trends spike. Read the <i>Span of Control</i> considerations
Close the authorized vs. Actual gap	Reduce the shortfall by addressing sick time, streamlining hiring workflows, and expanding recruitment pipelines (colleges, alternative academic programs). Review collective agreement impacts.

Alternative response models (non-criminal CFS)	Partner with social services and municipalities to handle non-criminal calls (e.g., parking, bylaw, animal complaints, MHA – non-violent). Informed by the dispatch rulesets/guide triage. Deploy Modified Workers to support operations (e.g., dealing with calls for service)
Community policing & prevention	Strengthen neighbourhood teams, school programs, and prevention strategies with local agencies. Target burglary, theft, drug use, and robbery weekly. Integrate youth-involved incidents in schools/public spaces with school liaison follow-up and prevention patrols.
Patrol area design & workload balance	Explore redesign of patrol areas using linear constraints and Public Safety Hubs to balance workloads, reduce travel time, and equalize call loads. Focus visibility patrols at locations with highest complaints (traffic/speeding).
Optimize response to MHA & prolific callers	Expand co-response models for MHA; implement a Prolific Individuals Response Model for the top repeat non-emergency callers, linking them to care plans or situational tables.
Shift low-priority CFS online	Transition suitable calls (e.g., parking, minor collisions, lost property, gas drive-offs, low-value fraud) to online reporting or alternative pathways (i.e., new online reporting tools)
Officer wellness & burnout prevention	Mitigate burnout by shifting non-criminal workload to alternative services or units, protecting proactive/admin time, and expanding officer wellness supports.
Stratified policing & triage	Categorize incidents by complexity/harm. Route routine files to CORE/civilian units; reserve detectives for high-harm investigations. Prioritize repeat offenders and DV cases for specialized oversight.
Data & analytics backbone	Build a performance dashboard integrating CAD/RMS/Kronos. Include flags for top plates, drivers, collision intersections, repeat addresses, DV residences, youth incidents, and opioid clusters. Use for quarterly reviews, predictive analytics, and accountability.

Limitations

Workload studies have several limitations. One of them is that multiple variables influence the use of resources for service calls, which impacts the need for additional staff. These variables include efficiency, productivity, crime rates, expected growth or decline, job tasks and types of calls, officer-to-population ratios, mandatory minimums, collective bargaining agreements, shift distribution, supervisory placement, command staff needs, response time, uncommitted time, call volume, estimates of future call volume, technology, organizational capability, organizational ethic, organizational vision and planning, public pressure, geographic issues, and community policing style. Therefore, future studies should consider the volume, complexity, and danger posed by each call for service (CFS).

Additionally, this supplementary report aims to assess the community demand for frontline services in relation to available resources. Data quality can be a limitation in some CFS cases, as it may not meet the standards of good data quality in terms of completeness, accuracy, consistency, validity, uniqueness, and integrity. Despite this, we consulted with subject matter experts multiple times to understand the nature of the CFS and validate the estimation metrics used.

Another limitation arises when CFS lack timestamps. Timestamps and call type coding are crucial for analyzing the variation of call types and response times. However, in some instances, an officer may forget to close a call due to various reasons, such as having to take another CFS, potentially skewing the call time. Nevertheless, we used different measurements, such as median time and average, to address these challenges.

Importantly, as our analytical capacity and data availability improve, we continue to refine our estimates of true measures of workload by incorporating actual operational data (e.g., attendance ratios, on-duty strength) rather than relying solely on estimated loss times (e.g., vacation, training, or other leave categories). This approach enhances the precision of workload projections and provides a more realistic basis for staffing and deployment planning.

Notwithstanding, this supplementary study was conducted in accordance with systematic methodologies commonly employed in similar studies, ensuring consistency with established research practices. It also considered a wide body of knowledge and evidence-based research, aligning with the best practices in the field. The consultation with subject matter experts and the validation of metrics used for estimation demonstrated the commitment to leveraging the existing body of knowledge and evidence-based research to inform the study's approach. This approach ensured that the study maintained alignment with systematic methodologies and the broader evidence base in the field, enhancing the reliability and credibility of the findings.

Summary of recommendations:

Dimension	Actions
People and Structures	• Implement a recruiting and hiring plan to support the frontline, of 28 PCs, 4 Sergeants, and 1 Staff Sergeant in 2026; 27 PCs, 4 Sergeants, and 1 Staff Sergeant in 2027; and 26 PCs, 4 Sergeants, and 1 Staff Sergeant in 2028 to progressively close the staffing gap. • Strengthen acting opportunities for PCs to step in as sergeants, especially in districts with high ratios (e.g., 3D, 2D). • Adjust span of control to 11 PCs per sergeant to improve supervision and mentorship. • Support officer wellness with programs, check-ins, and shifting non-criminal calls to other responders.
Efficiencies and Optimization	• Realign shifts to peak demand periods (10 a.m.–3 p.m., 4 p.m.–4 a.m.) and test flexible squads. • Deploy resources using SRF and CFS data, prioritizing Districts 1, 2, and 3. • Redesign patrol areas and explore the potential utilization of police facilities to balance workloads and cut travel time. • Streamline hiring by fixing workflows, partnering with colleges, and broadening recruitment. • Build dashboards and analytics to track top plates, chronic offenders, high-collision intersections, repeat addresses, DV residences, youth calls, and opioid clusters.
Remaining Service Demand and Delivery Models	• Focus crime reduction efforts on top CSI contributors (Fraud, Theft, Vehicle Theft, Break & Enter, Assault, Sex Offence). • Expand offender management programs for repeat violent offenders and bail breaches (low volume, high harm). • Increase diversion and deflection pathways for low-harm calls (Unwanted Person, Welfare Checks, Noise, Parking). • Expand community policing through neighbourhood teams, school programs, and weekly prevention targeting burglary, theft, drugs, and robbery. • Strengthen co-response for mental health and create care plans for repeat non-emergency callers. • Shift minor calls (parking, collisions, lost property, gas drive-offs) to online reporting (i.e., RUBICON) or alternative services. • Work with health, housing, bylaw, and community agencies to handle non-criminal calls.

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NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Revised Capital Budget and 9-Year Capital Forecast – Budget Year 2026

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-10-20

Recommendation(s)

That the Niagara Police Service Board (Board):

- 1. Receive the revised 2026 Capital Budget of \$6,795,580.00 under Option 2 and**
- 2. Approve the revised 2026 Capital Budget and 9 year forecast appendices 1-5 that align with the Option 2 request and**
- 3. Submit the revised 2026 Capital Budget of \$6,795,580.00 under Option 2 and the 9-year forecast to Region Council (Council) for approval.**

Key Facts

- The purpose of this report is to seek the Board's approval of the revised 9 year forecast detailed in appendices 1 through to 5 that reconcile with the approved 2026 Capital Budget under option 2.
- At the October 16, 2025, Finance Committee meeting, the Board approved the 2026 Capital Budget under option 2 in the amount of \$6,795,580.00.
- The Niagara Regional Police Service (Service) is required to submit a 9-year capital budget forecast (Appendices 2 – 4) to the Region as well as a summary of the 2026 capital projects approved (Appendix 1) and business case rationale for each project submitted (Appendix 5).

Financial Considerations

At the October 16, 2025, Board Finance Committee meeting, the Chief presented the proposed 2026 capital budget with two options as follows:

- 1. A proposed capital budget of \$7,746,580 including Body Worn Camera capital project OR**
- 2. A proposed capital budget of \$6,795,580 that excludes the Body Worn Camera capital project.**

The Board approved option 2. In the original report, the 9 year forecast (detailed in Appendix 2-4) was prepared under option 1 and therefore required revisions to reconcile to the approved 2026 Capital Budget under option 2.

The revised 2026 capital budget will be mainly funded from the operating budget starting with the base contributions from the approved 2025 operating budget of \$4,505,000.00 plus new capital financing funds of \$590,365.00, as outlined in the table below for a total contribution of \$5,095,365.00. As proposed in the 2022 capital budget, the Service requested support for new funding of \$320,000.00 per annum for years 2022 to 2029 to achieve an annual operating budget capital contribution of \$5,625,000.00 by 2029. This strategy was approved by the Board in 2022 and supported by the Region to ensure the Service achieves the Region's capital financing strategy of "pay as you go" by 2029.

	Amount
Committed by the Region for the years 2022 to 2029	\$320,000.00
Region recommended increase for 2026 to 2035	270,365.00
Service recommended funding for assets related to growth or new technologies	500,000.00
Total new capital financing funds required under Option 1	\$1, 590,365.00
Elimination of funding for assets related to growth under Option 1	-500,000.00
Capital Financing Strategy under Option 2	\$590,365.00

The Region has reassessed the average annual renewal investment (AARI) for the Service. Based on its existing assets and their respective lifecycles, the Region has determined that \$10,408,650.00 is the annual replacement (exclusive of buildings) cost to remain sustainable. As such, the Region has recommended increasing the annual increase from \$320,000.00 to \$590,365.00 for the years 2026 through 2035, which would increase the annual capital budget from \$4,505,000.00 in 2025 to \$10,408,650.00 in 2035.

There are several risks associated with this approach. Firstly, \$10,408,650.00 only accounts for replacement of existing vehicles and equipment, it does not address emerging technology and other new equipment needs. Secondly, \$10,408,650.00 is what is required annually to replace its assets today, but that goal will not be reached for 10 years, which will leave a funding gap in each year from 2026 to 2034. In the 2026 proposed Operating Budget under Option 1, Service staff recommended an additional investment of \$500,000.00 for years 2026-2030 to reach the Region's AARI target by 2031 and to fund new technologies. However, with the Board's approval of the 2026 Capital Budget under Option 2 that deferred the purchase of the Body Worn Camera new technology, therefore the additional capital funding of \$500,000 has been eliminated. This reduction has been recommended in the revised 2026 operating budget submission to the Board in an effort to reduce the budget increase over the 2025 approved operating budget.

The revised 2026 capital budget will require additional funding of \$1,078,680.00, which will be provided from the Region's capital levy reserve, in place of debt financing. Projects funded through the Region's reserves will be charged to the Service through indirect allocations in the 2026 operating budget. The Region's capital levy reserve provides funding for capital projects for all regional departments and is therefore, subject to competing regional priorities. Service staff have liaised with Region staff to determine the availability of funds. The 2 projects included were approved for funding by the Capital Asset Management Steering Team on June 27, 2025. These funds, provided by the Region, will bridge the funding shortfall in 2026 as the Service strives to achieve its capital financing strategy by 2035. During the interim years, the Service will require alternative sources of funding to supplement operating budget contributions for assets exceeding the capacity of the police capital levy reserve.

Revised Appendix 2 illustrates the revised contributions from police reserves, the capital disbursements, and planned account balances for the years 2026 through to 2035.

Revised Appendix 3 provides a revised summary of capital expenditure forecasts and their funding sources, which are either from Service capital levy reserves or from Region capital reserve funds.

Revised Appendix 4 provides a revised summary of capital expenditure forecasts and their funding sources for each of the years 2027 through to 2035.

In addition, Appendix 1 has been updated to reflect the removal of the Body Worn Camera project from the 2026 capital project list as well as the business case rationale in Appendix 5.

Analysis

The capital budget and forecast identify the projects and funding sources required to provide the Service with vehicles, equipment, and facilities. The 2026 capital budget is being presented to the Board for approval. The 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

The Service undertakes a thorough capital budget process that considers the current state of repair for existing assets, which support current levels of service, emerging trends including new technologies, legislated changes in public safety, and the Board's Strategic Plan. On February 15, the capital budget process was launched with program managers submitting 38 projects valued at \$12,141,500.00 for consideration. Over the course of several meetings, the Executive Leadership Team (ELT) examined and prioritized the projects using the Capital Asset Management Resource Assessment (CAMRA) tool developed by the Region to evaluate capital projects. The CAMRA tool assesses each capital project based on a set risk criterion including its risk of failure over the next year, and its alignment to Council priorities. Further to this tool, ELT considered operational necessity and alignment to the Board's strategic plan to

determine which projects to move forward for 2026. This process resulted in shortlisting the projects to 15 with a total value of \$6,795,580.00. These projects were then submitted to Region's asset management and budget teams to determine if they are funded based on the consolidated CAMRA results on all Region capital projects. The 15 projects included in this report totaling \$6,795,580.00 have received a funded status, subject to the approval of the consolidated capital budget by Council.

Of the total capital requests for the 2026 year, 84% or \$5,716,900.00 is for the replacement (R) of existing assets and \$1,078,680.00 is to enhance new (N) strategic initiatives.

Revised Appendix 1 provides a summary of the projects selected for the 2026 capital budget under Option 2. The total requested capital expenditure for 2026 under option 2 is \$6,795,580.00. The request represents an increase of \$122,080.00 from the amount forecasted in 2024. Detailed capital project business cases for each proposed 2026 capital project are attached as Revised Appendix 5.

Appendix 5	Project Description	Amount
20002289	Patrol Vehicles (R)	\$1,589,500.00
20002290	Specialty Vehicles (R)	132,000.00
20002291	Global Navigation Satellite System (R)	31,000.00
20002292	Forensic Laser (R)	85,000.00
20002293	Explosive Disposal Suit (R)	64,400.00
20002294	Tactical Search Camera (R)	46,000.00
20002295	2 Diver Air Supply Control Panel (R)	33,000.00
20002296	Air Support Equipment (N)	862,400.00
20002298	Mental Health Crisis Response Training (MHCRT) Virtual Reality Headsets (N)	93,280.00
20002299	Conducted Energy Weapons (R)	140,000.00
20002300	Computer Hardware (R)	400,000.00
20002301	Network Equipment (R)	1,100,000.00
20002302	P25 Portable Radios (R)	1,056,000.00
20002303	Mobile Data Terminals (R)	1,040,000.00
20002304	Cell Monitoring Biometric Sensors (N)	123,000.00
	Total – Option 1	\$6,795,580.00

Budget Pressures

While the Service does its due diligence when evaluating the risks associated with each project, it's important to recognize the overarching pressures being faced. Overall, the Niagara Region is not alone as many municipalities are facing budget constraints related to aging infrastructure. The Service is no different. The AARI has been adjusted from \$5,625,000.00 to \$10,408,650.00 to reflect the funding gap that has been occurring for decades. This is representative of an aging infrastructure where more vehicles and equipment are in service beyond their expected useful life.

Concurrently, several unique situations arose during the current budget cycle that have significantly impacted the Service's ability to fund qualified projects in 2026. Firstly, the Service received notification that Windows 10 support will be ending on October 14, 2025, which prompted the early replacement of its Mobile Data Terminals, which had been scheduled for 2027 (\$1,040,000.00). Secondly, due to compliance-related risk the Service was required to review the potential purchases of equipment, which was outside of its forecast: cell monitoring biometric sensors and Mental Health Crisis Response Training virtual reality headsets (\$216,280.00). Finally, as part of the 2025 operating budget approval process, the Service was approved to launch an Air Support Unit, which requires equipment to adequately respond to calls for service (\$862,400.00).

Project Deferrals

Due to budget constraints, 9 projects (including body worn cameras) were deferred to 2027 in part (P) or in full (F), as outlined in the table below that would ordinarily be recommended for approval as they met the funding criteria. These deferrals will have a significant impact on the 2027 capital budget (\$3,760,650.00).

Project Description	Amount Requested	Amount Deferred
Body Worn Cameras (F)	\$951,000.00	\$951,000.00
Cell Monitoring Biometric Sensors (P)	\$220,000.00	\$97,000.00
Towed Side Scan Sonar (F)	134,000.00	134,000.00
Specialty Vehicle Replacements (P)	462,000.00	330,000.00
P25 Radio System Portable Replacement (P)	1,795,200.00	739,200.00
Computer Hardware Replacement (P)	600,500.00	200,500.00
Network Equipment Replacement (P)	1,471,250.00	371,250.00
Investigative Vehicle Replacements (F)	308,000.00	308,000.00
Air Support Equipment (P)	1,492,100.00	629,700.00
Total		\$3,760,650.00

Capital Forecast

The capital forecast for 2027 to 2035 is summarized in Revised Appendix 3 and detailed in Revised Appendix 4. For each year, a comparison of the updated forecast to that previously presented during the 2025 capital budget and forecast, is included. Revisions reflect adjustments in timing, estimated expenditures and new initiatives. When a significant capital acquisition is made, the replacement of that asset is forecasted in a timeframe consistent with its estimated useful life. As a result, the forecast serves as a comprehensive guideline for the Service that is vital to ensuring continuity of services provided, as well as enhancing the accuracy of long-term financial plans.

The 9-year forecast includes \$50,000,000.00 for the facility master plan, updated from \$40,000,000.00 from the previous forecast, that outlines the plans for a new Training

facility and emergency service facility. Further updates are anticipated over the next year (e.g., fleet/quartermaster), as the facility master plan is conducted. In addition, other major capital replacements required over the next 10 years have been identified with estimated figures. Total investment for the forecast period of 2026 to 2034 including facilities is \$159,808,242.50. As previously mentioned, the Service is proposing a similar strategic financing approach for replacement of existing assets as implemented by the Region. The Service continues to develop a funding strategy to support the asset management plan implemented by the Region. This includes a framework of planning, tracking and control of assets, preventative maintenance to preserve the life span of the asset, as well as its disposal when the asset reaches its end of life.

Conclusion

In conclusion, the capital budget and forecast identify the projects and funding sources required to maintain the Service and provide it with equipment and facilities. The 2026 capital budget is being presented to the Board for approval of the total expenditures and the initiation of financing. The subsequent 9-year forecast has been updated and submitted to ensure that a plan for continuity of services is maintained.

Alternatives Reviewed

The Service has considered alternative funding strategies that provide for continuity of services within a sustainable funding strategy. The financing strategy recommended is the optimal strategy using conventional funding resources.

Relationship to Police Service/Board Strategic Priorities

The budget preparation process is conducted in consideration of regional objectives, with efforts to balance the information requirements of the Region as outlined in the Municipal Act with the accountabilities of the Board under the Community Safety and Policing Act (CSPA).

Relevant Policy Considerations

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

Other Pertinent Reports

9.3 - 2025.06.26 Budget Planning – 2026 Operating Budget Forecast and Budget Timetable

5.1 – 2025.10.16 2026 Proposed Operating Budget

5.3 – 2025.10.16 2026 Capital Budget and 9 Year Forecast – Budget Year 2026

This report was prepared by Andrew Ware, Financial Analyst, Finance Unit, reviewed by Laura Rullo, Director, Finance & Asset Management. Recommended by Luigi Greco, Deputy Chief, Support Services.



Submitted by:

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Chief of Police

Appendices

Appendix 1	Revised 2026 Capital Budget
Appendix 2	Revised Capital Levy and Vehicles and Equipment Replacement Revised Fund Balances
Appendix 3	Revised Capital Budget & 9-year Forecast: 2026-2035
Appendix 4	Revised Capital Budget Forecast: 2027-2035
Appendix 5	Revised 2026 Capital Business Cases

APPENDIX 1
Preliminary 2026 Capital Budget
Year: 2026
2026 CAPITAL FINANCING

	Description	2024 Forecast for 2026	Program Changes	2026 Capital Budget	Police Capital Levy	Police Vehicle Replacement Levy	Region Capital Levy	Development Charges Levy	Total 2026 Financing
(1)	Cell Monitoring Biometric Sensors (N)	-	123,000	123,000	123,000	-	-	-	123,000
(2)	Conducted Energy Weapons (R)	140,000	-	140,000	140,000	-	-	-	140,000
(3)	Explosive Disposal Suit (R)	-	64,400	64,400	64,400	-	-	-	64,400
(4)	Mobile Data Terminals (R)	-	1,040,000	1,040,000	-	-	1,040,000	-	1,040,000
(5)	Specialty Vehicles (R)	450,000	(318,000)	132,000	-	132,000	-	-	132,000
(6)	2 Diver Air Supply Control Panel (R)	-	33,000	33,000	33,000	-	-	-	33,000
(7)	P25 Portable Radios (R)	773,500	282,500	1,056,000	-	-	1,056,000	-	1,056,000
(8)	Patrol Vehicles (R)	1,830,000	(240,500)	1,589,500	-	1,589,500	-	-	1,589,500
(9)	Computer Hardware (R)	600,000	(200,000)	400,000	400,000	-	-	-	400,000
(10)	MHCRT Virtual Reality Headsets (N)	-	93,280	93,280	93,280	-	-	-	93,280
(11)	Network Equipment (R)	600,000	500,000	1,100,000	1,100,000	-	-	-	1,100,000
(12)	Tactical Search Camera (R)	-	46,000	46,000	46,000	-	-	-	46,000
(13)	Forensic Laser (R)	-	85,000	85,000	85,000	-	-	-	85,000
(14)	Global Navigation Satellite System (R)	-	31,000	31,000	31,000	-	-	-	31,000
(15)	Air Support Equipment (N)	-	862,400	862,400	862,400	-	-	-	862,400
	Body Worn Cameras	1,000,000	(1,000,000)	-	-	-	-	-	-
	Capital Acquisitions	800,000	(800,000)	-	-	-	-	-	-
	TOTAL	6,193,500	602,080	6,795,580	2,978,080	1,721,500	2,096,000	-	6,795,580

APPENDIX 2

Revised Capital Levy and Vehicles and Equipment Replacement Reserve Fund Balances

POLICE CAPITAL LEVY RESERVE	Yr0 2026	Yr1 2027	Yr2 2028	Yr3 2029	Yr4 2030	Yr5 2031	Yr6 2032	Yr7 2033	Yr8 2034	Yr9 2035	Total
Opening Balance	824,953	1,142,238	231,138	247,233	298,693	1,235,518	820,258	300,751	847,421	1,641,956	824,953
Add: Net Current Budget Contributions	3,295,365	2,985,730	4,076,095	4,616,460	5,706,825	6,647,190	6,937,555	8,127,920	8,218,285	8,433,650	59,045,075
Less: Allocations to Capital:	(2,978,080)	(3,896,830)	(4,060,000)	(4,565,000)	(4,770,000)	(7,062,450)	(7,457,063)	(7,581,250)	(7,423,750)	(7,577,500)	(57,371,923)
Closing Balance	1,142,238	231,138	247,233	298,693	1,235,518	820,258	300,751	847,421	1,641,956	2,498,106	2,498,106
Target Minimum Reserve Balance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

VEHICLE AND EQUIPMENT REPLACEMENT RESERVE	Yr0 2026	Yr1 2027	Yr2 2028	Yr3 2029	Yr4 2030	Yr5 2031	Yr6 2032	Yr7 2033	Yr8 2034	Yr9 2035	Total
Opening Balance	131,665	210,165	82,165	163,865	209,415	168,815	192,065	178,165	229,115	205,165	131,665
Add: Current Budget Contributions	1,800,000	3,200,000	3,200,000	3,750,000	3,750,000	3,900,000	4,700,000	4,100,000	4,600,000	4,975,000	37,975,000
Less: Allocations to Capital	(1,721,500)	(3,328,000)	(3,118,300)	(3,704,450)	(3,790,600)	(3,876,750)	(4,713,900)	(4,049,050)	(4,623,950)	(4,972,350)	(37,898,850)
Closing Balance	210,165	82,165	163,865	209,415	168,815	192,065	178,165	229,115	205,165	207,815	207,815
Target Minimum Reserve Balance	0	0	0	0	0	0	0	0	0	0	0

APPENDIX 3

Revised Capital Budget & 9-year Forecast: 2026 – 2035

SOURCES OF FINANCING FOR CAPITAL BUDGET

Year	2025 Forecast	2026 Program Changes	2026 Capital Budget & Forecast	Total Capital Expenditures	Capital Levy	%	Vehicle Replacement Levy	%	Debenture Approvals	%	Region Reserve	%	Development Charges	%	Total Financing	%
2026	6,193,500	602,080	6,795,580	6,795,580	2,978,080	43.8	1,721,500	25.3	-	0.0	2,096,000	30.8	-	0.0	6,795,580	100.0
2027	46,253,500	12,883,980	59,137,480	65,933,060	3,896,830	6.6	3,328,000	5.6	-	0.0	51,912,650	87.8	-	0.0	59,137,480	100.0
2028	7,328,300	(150,000)	7,178,300	73,111,360	4,060,000	56.6	3,118,300	43.4	-	0.0	-	0.0	-	0.0	7,178,300	100.0
2029	8,419,450	(150,000)	8,269,450	81,380,810	4,565,000	55.2	3,704,450	44.8	-	0.0	-	0.0	-	0.0	8,269,450	100.0
Subtotal	68,194,750	13,186,060	81,380,810		15,499,910	19.0	11,872,250	14.6	-	0.0	54,008,650	66.4	-	0.0	81,380,810	100.0
2030	8,710,600	(150,000)	8,560,600	89,941,410	4,770,000	55.7	3,790,600	44.3	-	0.0	-	0.0	-	0.0	8,560,600	100.0
2031	16,089,200	(150,000)	15,939,200	105,880,610	7,062,450	44.3	3,876,750	24.3	-	0.0	5,000,000	31.4	-	0.0	15,939,200	100.0
2032	13,430,150	2,240,813	15,670,963	121,551,573	7,457,063	47.6	4,713,900	30.1	-	0.0	3,500,000	22.3	-	0.0	15,670,963	100.0
2033	11,780,300	(150,000)	11,630,300	133,181,873	7,581,250	65.2	4,049,050	34.8	-	0.0	-	0.0	-	0.0	11,630,300	100.0
2034	12,197,700	(150,000)	12,047,700	145,229,573	7,423,750	61.6	4,623,950	38.4	-	0.0	-	0.0	-	0.0	12,047,700	100.0
2035	12,699,850	(150,000)	12,549,850	157,779,423	7,577,500	60.4	4,972,350	39.6	-	0.0	-	0.0	-	0.0	12,549,850	100.0
Subtotal	74,907,800	1,490,813	76,398,613		41,872,013	54.8	26,026,600	34.1	-	0.0	8,500,000	11.1	-	0.0	76,398,613	100.0
Grand Total	143,102,550	14,676,873	157,779,423		57,371,923	36.4	37,898,850	24.0	-	0.0	62,508,650	39.6	-	0.0	157,779,423	100.0

APPENDIX 4

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2027

2027 CAPITAL FINANCING

Project Description	2026 Forecast for 2027	Program Changes	2027 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2027 Financing
Annual Capital Requests - Patrol Vehicles	1,830,000	186,000	2,016,000		2,016,000		2,016,000
Annual Capital Requests - Investigative Vehicles	480,000	308,000	788,000		788,000		788,000
Annual Capital Requests - Specialty Vehicles	450,000	574,000	1,024,000		524,000		524,000
Annual Capital Requests - IT Network Equipment	1,200,000	(228,750)	971,250	971,250			971,250
Annual Capital Requests - IT Hardware	-	800,500	800,500	800,500			800,500
Annual Capital Requests - P25 Radio System	773,500	(34,300)	739,200	739,200			739,200
Annual Capital Requests - Operational Equipment	125,000	138,700	263,700	263,700			263,700
Annual Capital Requests - Facilities	40,000,000	10,000,000	50,000,000			50,000,000	50,000,000
Capital Requests - CEW	400,000	1,512,650	1,912,650			1,912,650	1,912,650
P25 Radio System - Microwave	345,000	(345,000)	-				-
MDT Tablets	650,000	(650,000)	-				-
Body Worn Cameras	-	1,122,180	1,122,180	1,122,180			1,122,180
TOTAL	46,253,500	12,883,980	59,137,480	3,896,830	3,328,000	51,912,650	59,137,480
				6.6%	5.6%	87.8%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2028

2028 CAPITAL FINANCING

Project Description	2026 Forecast for 2028	Program Changes	2028 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2028 Financing
Annual Capital Requests - Patrol Vehicles	2,141,800	-	2,141,800		2,141,800		2,141,800
Annual Capital Requests - Investigative Vehicles	504,000	-	504,000		504,000		504,000
Annual Capital Requests - Specialty Vehicles	472,500	-	472,500		472,500		472,500
Annual Capital Requests - IT Network Equipment	1,650,000	-	1,650,000	1,650,000			1,650,000
Annual Capital Requests - IT Hardware	660,000	-	660,000	660,000			660,000
Annual Capital Requests - P25 Radio System	750,000	-	750,000	750,000			750,000
Annual Capital Requests - Operational Equipment	1,000,000	-	1,000,000	1,000,000			1,000,000
Annual Capital Requests - Facilities	-	-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	7,328,300	(150,000)	7,178,300	4,060,000	3,118,300	-	7,178,300
				56.6%	43.4%	0.0%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2029

2029 CAPITAL FINANCING

Project Description	2026 Forecast for 2029	Program Changes	2029 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2029 Financing
Annual Capital Requests - Patrol Vehicles	2,704,700	-	2,704,700		2,704,700		2,704,700
Annual Capital Requests - Investigative Vehicles	516,000	-	516,000		516,000		516,000
Annual Capital Requests - Specialty Vehicles	483,750	-	483,750		483,750		483,750
Annual Capital Requests - IT Network Equipment	1,725,000	-	1,725,000	1,725,000			1,725,000
Annual Capital Requests - IT Hardware	690,000	-	690,000	690,000			690,000
Annual Capital Requests - P25 Radio System	750,000	-	750,000	750,000			750,000
Annual Capital Requests - Operational Equipment	1,400,000	-	1,400,000	1,400,000			1,400,000
Annual Capital Requests - Facilities	-	-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	8,419,450	(150,000)	8,269,450	4,565,000	3,704,450	-	8,269,450
				55.2%	44.8%	0.0%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2030

2030 CAPITAL FINANCING

Project Description	2026 Forecast for 2030	Program Changes	2030 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2030 Financing
Annual Capital Requests - Patrol Vehicles	2,767,600	-	2,767,600		2,767,600		2,767,600
Annual Capital Requests - Investigative Vehicles	528,000	-	528,000		528,000		528,000
Annual Capital Requests - Specialty Vehicles	495,000	-	495,000		495,000		495,000
Annual Capital Requests - IT Network Equipment	1,800,000	-	1,800,000	1,800,000			1,800,000
Annual Capital Requests - IT Hardware	720,000	-	720,000	720,000			720,000
Annual Capital Requests - P25 Radio System	750,000	-	750,000	750,000			750,000
Annual Capital Requests - Operational Equipment	1,500,000	-	1,500,000	1,500,000			1,500,000
Annual Capital Requests - Facilities	-	-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	8,710,600	(150,000)	8,560,600	4,770,000	3,790,600	-	8,560,600
				55.7%	44.3%	0.0%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2031

2031 CAPITAL FINANCING

Project Description	2026 Forecast for 2031	Program Changes	2031 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2031 Financing
Annual Capital Requests - Patrol Vehicles	2,830,500	-	2,830,500		2,830,500		2,830,500
Annual Capital Requests - Investigative Vehicles	540,000	-	540,000		540,000		540,000
Annual Capital Requests - Specialty Vehicles	506,250	-	506,250		506,250		506,250
Annual Capital Requests - IT Network Equipment	2,875,000	-	2,875,000	2,875,000			2,875,000
Annual Capital Requests - IT Hardware	750,000	-	750,000	750,000			750,000
Annual Capital Requests - P25 Radio System	5,846,250	-	5,846,250	846,250		5,000,000	5,846,250
Annual Capital Requests - Operational Equipment	2,591,200	-	2,591,200	2,591,200			2,591,200
Annual Capital Requests - Facilities	-	-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	16,089,200	(150,000)	15,939,200	7,062,450	3,876,750	5,000,000	15,939,200
				44.3%	24.3%	31.4%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2032

2032 CAPITAL FINANCING

Project Description	2026 Forecast for 2032	Program Changes	2032 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2032 Financing
Annual Capital Requests - Patrol Vehicles	2,893,400	-	2,893,400		2,893,400		2,893,400
Annual Capital Requests - Investigative Vehicles	552,000	-	552,000		552,000		552,000
Annual Capital Requests - Specialty Vehicles	1,268,500	-	1,268,500		1,268,500		1,268,500
Annual Capital Requests - IT Network Equipment	5,450,000	-	5,450,000	1,950,000		3,500,000	5,450,000
Annual Capital Requests - IT Hardware	1,430,000	-	1,430,000	1,430,000			1,430,000
Annual Capital Requests - P25 Radio System	846,250	-	846,250	846,250			846,250
Annual Capital Requests - Operational Equipment	840,000	-	840,000	840,000			840,000
Annual Capital Requests - Facilities		-	-				-
Capital Requests - CEW	150,000	2,240,813	2,390,813	2,390,813			2,390,813
TOTAL	13,430,150	2,240,813	15,670,963	7,457,063	4,713,900	3,500,000	15,670,963
				47.62%	30.1%	22.3%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2033

2033 CAPITAL FINANCING

Project Description	2026 Forecast for 2033	Program Changes	2033 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2033 Financing
Annual Capital Requests - Patrol Vehicles	2,956,300	-	2,956,300		2,956,300		2,956,300
Annual Capital Requests - Investigative Vehicles	564,000	-	564,000		564,000		564,000
Annual Capital Requests - Specialty Vehicles	528,750	-	528,750		528,750		528,750
Annual Capital Requests - IT Network Equipment	2,025,000	-	2,025,000	2,025,000			2,025,000
Annual Capital Requests - IT Hardware	1,460,000	-	1,460,000	1,460,000			1,460,000
Annual Capital Requests - P25 Radio System	1,596,250	-	1,596,250	1,596,250			1,596,250
Annual Capital Requests - Operational Equipment	2,500,000	-	2,500,000	2,500,000			2,500,000
Annual Capital Requests - Facilities		-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	11,780,300	(150,000)	11,630,300	7,581,250	4,049,050	-	11,630,300
				65.2%	34.8%	0.0%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2034

2034 CAPITAL FINANCING

Project Description	2026 Forecast for 2034	Program Changes	2034 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2034 Financing
Annual Capital Requests - Patrol Vehicles	3,019,200	-	3,019,200		3,019,200		2,956,300
Annual Capital Requests - Investigative Vehicles	576,000	-	576,000		576,000		564,000
Annual Capital Requests - Specialty Vehicles	1,028,750	-	1,028,750		1,028,750		528,750
Annual Capital Requests - IT Network Equipment	2,100,000	-	2,100,000	2,100,000			2,025,000
Annual Capital Requests - IT Hardware	840,000	-	840,000	840,000			1,460,000
Annual Capital Requests - P25 Radio System	1,783,750	-	1,783,750	1,783,750			1,596,250
Annual Capital Requests - Operational Equipment	2,700,000	-	2,700,000	2,700,000			2,500,000
Annual Capital Requests - Facilities		-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	12,197,700	(150,000)	12,047,700	7,423,750	4,623,950	-	12,047,700
				61.6%	38.4%	0.0%	100.0%

Niagara Regional Police Service - Revised Capital Budget Forecast

Year: 2035

2035 CAPITAL FINANCING

Project Description	2026 Forecast for 2035	Program Changes	2035 Capital Budget	Capital Levy	Vehicle Levy	Region Capital Levy	Total 2035 Financing
Annual Capital Requests - Patrol Vehicles	3,082,100	-	3,082,100		3,082,100		2,956,300
Annual Capital Requests - Investigative Vehicles	588,000	-	588,000		588,000		564,000
Annual Capital Requests - Specialty Vehicles	1,302,250	-	1,302,250		1,302,250		528,750
Annual Capital Requests - IT Network Equipment	2,175,000	-	2,175,000	2,175,000			2,025,000
Annual Capital Requests - IT Hardware	840,000	-	840,000	840,000			1,460,000
Annual Capital Requests - P25 Radio System	2,812,500	-	2,812,500	2,812,500			1,596,250
Annual Capital Requests - Operational Equipment	1,750,000	-	1,750,000	1,750,000			2,500,000
Annual Capital Requests - Facilities		-	-				-
Capital Requests - CEW	150,000	(150,000)	-				-
TOTAL	12,699,850	(150,000)	12,549,850	7,577,500	4,972,350	-	12,549,850
				60.4%	39.6%	0.0%	100.0%

Appendix 5 – 2026 Capital Business Cases

Project Number:

20002289 - 26-NRPS Repl Patrol Vehicles

Project Name:

Patrol Vehicles

Department:

40665 – Fleet Services

Project Need:

The Niagara Regional Police Service (Service) recommends replacing 17 frontline vehicles which will be at the end of their expected useful life at the end of 2025, and the first quarter of 2026.

Justification of Timing and Costs:

Most of these vehicles will be purchased with manufacturer supplied options, however, prior to deployment, vehicles are often outfitted with additional equipment, most of which are mandated for police operations (i.e., emergency lighting and sirens, prisoner barriers, and communication and IT equipment). Vehicles are purchased through a cooperative purchasing network (PCPG) to provide a cost-effective solution to meet the needs of the Service in a manner that meets procurement policies.

The Service Fleet consists of 393 vehicles, including 148 patrol vehicles, 46 administrative vehicles, 76 investigative vehicles, 119 specialty vehicles, and 4 utility class vehicles.

The vehicle replacement projects take into consideration the age of the vehicle, odometer readings, overall condition, and intended/projected applications of the asset to ensure overall safety and effectiveness of the asset. Appropriate and deliberate considerations provide a vehicle replacement plan which allows for effective mechanical and operating conditions of the Service fleet pool to minimize repair costs and associated downtime and maximize vehicle reliability, while prioritizing financial responsibility. By virtue of their duties, patrol vehicles are operated in harsh conditions, often 24 hours a day, 7 days a week. As an emergency service, vehicle reliability and availability are important factors and must be ensured through appropriate vehicle replacement plans.

These projects also reflect the costs associated to outfitting vehicles with specialized equipment required for the performance of the vehicle's intended function and maintain compliance with established legislation as appropriate. These include items such as lightbars, sirens, partitions, and equipment mounts. Wherever possible these items are repurposed to a new vehicle upon replacement to minimize costs.

Risk/Impact of Delay:

- Repair and maintenance costs – As vehicles age their repair and maintenance costs increase and after they reach their expected useful life. Although the costs to keep them on the road may be significant, the duration that they remain roadworthy may not be significant (costs outweigh benefits).
- Service delivery and productivity – vehicle breakdowns reduce the officer's ability to attend service calls.
- Impact on budget – Fleet vehicles need to be replaced based on a planned lifecycle approach. Deferring purchases in any year puts an undue burden on future budgets.

Financial Impact:

Request Type - Replacement

Amount Requested - \$1,589,500.00

Funding Source – Police Vehicle Levy Reserve

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Fuel and Maintenance costs for existing fleet are included in the base operating budget.

Project Number:

20002290 - 26-NRPS Repl Specialty Veh

Project Name:

Specialty Vehicles

Department:

40665 – Fleet Services

Project Need:

The Niagara Regional Police Service (Service) recommends replacing 2 existing prisoner transport vans, which are currently running beyond expected useful life. The 2 units being replaced are Unit 402, an 8 to 9-year-old express cargo van currently at +200,000 KMS. The second vehicle is unit 414, which is a 14-year-old E450 with +200,000 KMS. The Service deems prisoner transport vehicles to be unsafe after 7 years or 200,000 KMS.

Justification of Timing and Costs:

The Service Fleet consists of 393 vehicles, including 148 patrol vehicles, 46 administrative vehicles, 76 investigative vehicles, 119 specialty vehicles, and 4 utility class vehicles.

The life cycle of these vehicles ranges from 5 to 15 years as determined by a variety of factors including age of the vehicle, odometer readings, overall condition, and intended/projected applications of the asset to ensure overall safety and effectiveness of the asset. Appropriate and deliberate considerations provide a vehicle replacement plan, which allows for effective mechanical and operating conditions of the Service fleet pool to minimize repair costs and associated downtime and maximize vehicle reliability, while prioritizing financial responsibility. By virtue of their duties, patrol vehicles are operated in harsh conditions, often 24 hours a day, 7 days a week. As an emergency service, vehicle reliability and availability are important factors and must be ensured through appropriate vehicle replacement plans.

These projects also reflect the costs associated to outfitting vehicles with specialized equipment required for the performance of the vehicle's intended function and maintain compliance with established legislation as appropriate. These include items such as lightbars, sirens, partitions, and equipment mounts. Wherever possible, these items are repurposed to a new vehicle upon replacement to minimize costs.

Additional requests of \$330,000.00 (Public Order Unit van, Emergency Task Unit van, and Duty Office truck equipment) were deferred to 2027 due to budget constraints.

Risk/Impact of Delay:

- Repair and maintenance costs – As vehicles age their repair and maintenance costs increase and after they reach their expected useful life although the costs to keep them on the road may be significant, the duration that they remain roadworthy may not be significant (costs outweigh benefits).
- Service delivery and productivity – vehicle breakdowns reduce the officer's ability to attend service calls.
- Impact on budget – Fleet vehicles need to be replaced based on a planned lifecycle approach. Deferring purchases in any year puts an undue burden on future budgets.

Financial Impact:

Request Type - Replacement

Amount Requested - \$132,000.00

Funding Source – Police Vehicle Levy Reserve

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Fuel and Maintenance costs for existing fleet are included in the base operating budget.

Project Number:

20002291 - 26-NRPS Repl Global Nav Sat Sy

Project Name:

Global Navigation Satellite System

Department:

41022 – Collision Reconstruction Unit

Project Need:

The Niagara Regional Police Service (Service) recommends the purchase of a Global Navigation Satellite System (GNSS) receiver, paired with a robotic theodolite total station for improved field measurement efficiency to replace the existing outdated and cumbersome equipment. A GNSS system is used for faster and easier evidence collection in areas with obstructed sight lines.

Justification of Timing and Costs:

The Collision Reconstruction Unit (CRU) is responsible for collecting and analyzing evidence related to roadway incidents. The measurements that it makes need to be precise to recreate the incidents. The analysis is frequently used in court cases (criminal and civil). Adequate equipment (current technology) is required to produce reports that are sufficient to be used in court proceedings. Further, the CRU offsets equipment costs with revenue received from legal firms and insurance companies for the reports.

A total station is surveying equipment used to forensically map a collision scene. Using GNSS positioning (receiver) and optical positioning data (theodolite), at the same time, to improve field measurement efficiency. This system reduces the need for traversing, multiple tripod set-ups, and the need to remove obstructions like trees and branches. Combining GNSS and optical measurements makes for safer location set up and is faster and easier to use. This will reduce the amount of time roads are closed and return uniform officers to their regular duties quicker.

Risk/Impact of Delay:

- Reporting accuracy – The GNSS produces more accurate reports that are more defensible in a courtroom.
- Traffic impact – Because the evidence can be collected quicker, the roadway can return to use sooner.
- Weather – Reduced time on sight reduces the risk that the weather will degrade the evidence.

- **Productivity** – Because the GNSS uses satellites for imaging rather than cameras on tripods, therefore, officers will no longer be required to remove bushes/branches, which is outside the scope of their job.

Financial Impact:

Request Type - Replacement

Amount Requested - \$31,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact – Although, there will not be an increase in revenue, it is worth noting that the CRU does generate income using this equipment as the reports produced are purchased by lawyers and/or insurance companies, therefore, equipment does pay for itself. Without replacing this equipment when needed, that income source would be lost. Additionally, there will be some minor short-term gains in repairs and maintenance costs.

Project Number:

20002292 - 26-NRPS Repl Forensic Laser

Project Name:

Forensic Laser

Department:

42128 – Forensic Services Unit

Project Need:

The Niagara Regional Police Service (Service) Forensic Services Unit (FSU) collects and analyzes crime scene evidence. These analyses are used to investigate, solve, and prosecute crimes. One tool that is used by the FSU is a forensic laser. This laser is used to analyze blood, fluids, and fingerprints.

Justification of Timing and Costs:

The existing single wavelength laser, purchased in 2009, is past its expected useful life (15 years) and its condition is deteriorating rapidly. Further it is relegated to the FSU at headquarters due to its size/weight and fragility. Therefore, evidence needs to be collected and brought to the laser for analysis.

The replacement is a dual wavelength laser that is portable and can be brought to crime scenes. Evidence can be analyzed on site. Further, it has the capability to identify evidence that may have been otherwise missed using the naked eye or other detection tools.

The request is being made to replace the existing laser in the FSU by purchasing an infrared (IR) and ultraviolet (UV) forensic light. The new dual wavelength laser will replace the aging single wavelength laser that was purchased in 2009. The IR and UV lights are powerful forensic lights that will replace an assortment of small IR and UV flashlights that FSU officers have purchased. These more powerful lights will be far better in evidence detection and scene photography. The IR lights are integral to Blood Pattern Analysis work that court cases rely on.

Risk/Impact of Delay:

- Evidence collection and analysis – The unit is portable and produces more substantial analytical results.
- Reliability – This unit can produce more complete/detailed analyses which increases the probability of conviction.
- Productivity - Without access to a laser the Service FSU would be unable to meet its mandate, as it would be unable to examine forensic evidence for fingerprints or bodily fluids. Access to this type of laser and forensic lights is essential to the FSU to complete their core duties.

- Equipment failure - As of September 2024, the company no longer offers parts, support, or service. When the laser fails, if the purchase is not planned and budgeted for it would cause significant interruption to the lab work the FSU does daily, until a new laser could be sourced and purchased.

Financial Impact:

Request Type - Replacement

Amount Requested - \$85,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact - There will be some minor short-term gains in repairs and maintenance costs.

Project Number:

20002293 - 26-NRPS Repl Exp Disposal Suit

Project Name:

Explosive Disposal Suit

Department:

42343 – Explosive Disposal Unit's

Project Need:

The Explosive Disposal Unit's (EDU) EOD 10 bomb suit will reach end of life in 2026 and requires replacement.

Justification of Timing and Costs:

The suit is designed to protect the head and spine of the technician should they be thrown by the blast wave. The suit includes a suite of features such as an active cooling system, integrated communications, and helmet mounted lights designed to assist the explosive technician during render safe activities. The costs associated to this request covers the protective suit, helmet, foot protection, a battery to power the electronics within the suit and helmet, and a hydration system.

While the existing suit will no longer be safe for operational use, it will be kept in storage at Emergency Services and used during training events where no live explosives are present, but where the EDU technicians must still practice working in the suit.

The Community Safety and Policing Act, 2019, Ontario Regulation 392/23 Schedule 1, mandates that the EDU shall have at least one bomb suit.

The EOD10 bomb suit is the only method of providing protection to an EDU member should they have to conduct a manual approach of an explosive or an improvised explosive device. The suit and helmet are a mix of soft and hard body armour. There is no way to extend its useful life. Once the suit is expired EDU will not be able to respond to incidents where and EDU member must approach a device to examine it or render it safe. The manufacturer specifies a maximum service life of seven to ten years wherein the suit will function as designed should it be exposed to a blast. 2026 marks the eighth year of service.

Risk/Impact of Delay:

- Officer safety – Significant mitigation of injuries in the event of explosion.
- Compliance – This equipment is required to be provided to the EDU.

Financial Impact:

Request Type - Replacement

Amount Requested - \$64,400.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact – N/A

Project Number:

20002294 - 26-NRPS Repl Tac Search Camera

Project Name:

Tactical Search Camera

Department:

42342 – Emergency Task Unit

Project Need:

An electronic camera system is used to search/monitor areas during Emergency Task Unit (ETU) operations. The camera provides a live feed into areas deemed too dangerous or difficult to view by human eyes. The camera system would be deployed daily in ETU's primary response vehicle.

Justification of Timing and Costs:

This multi-camera system is affixed to a telescoping pole allowing the operator to view from a safe distance. The pole accepts multiple camera heads for viewing under doors and in dark spaces with thermal capabilities. The camera displays a live video feed to a wireless monitor.

As firearm related calls for service increase, so has the demand to find safe surveillance options for ETU operations. The acquisition of a replacement Tactical Search Camera is required to ensure ETU can adequately monitor situations where viewing from an area of safety is required.

Currently, ETUs operational efficiency is jeopardized by the recent failing of a Tactical Search Camera purchased in 2012. This loss has depleted electronic monitoring equipment in ETU's primary response vehicles and limits ETU's capabilities to safely monitor areas deemed too dangerous or impossible to access. The multi-head camera allows the operator to switch the camera depending on the environment. The under-door camera has been used to monitor the ongoing situations inside a crisis area and assess doors for locking mechanisms and barricades. The telescoping pole and flexible camera head can be used to search and monitor areas not accessible or deemed too dangerous to place personnel. Some examples include attics, crawl spaces and upper-level windows. The information provided by electronic cameras provide real time video that can be instrumental during negotiations, decision making, and planning.

This purchase will replace a Tactical Search Camera that is at end of life (failed) and maintain ETU's electronic demands to respond to multiple and simultaneous operations in different locations in the Region.

Risk/Impact of Delay:

- Niagara Regional Police Service delivery – The ETU only has one functioning unit, therefore when simultaneous calls for service exist, one is left without this equipment. Similarly, at calls where multiple points of interest exist, they cannot be simultaneously monitored.
- Officer and public safety – When surveillance capacity is reduced, the risk of injury increases.

Financial Impact:

Request Type - Replacement

Amount Requested - \$46,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact – N/A

Project Number:

20002295 - 26-NRPS Repl Diver Air Supply

Project Name:

2 Diver Air Supply Control Panel

Department:

42345 – Underwater Search & Recovery Unit

Project Need:

The Niagara Regional Police Service's (Service) Underwater Search and Recovery Unit (USRU) currently uses a 3-diver air control panel as its primary surface supplied air panel and a 2-diver panel as a secondary control. The 2-diver panel has been in service for 27 years and is at the end of its life expectancy. By replacing the 2-diver panel the unit remains operational in the event of the primary panel is out of service for maintenance. The 2-diver panel is also suitable for remote setup in locations not accessible by vehicle or when space is limited, such as boat-based diving.

Justification of Timing and Costs:

The new 2-diver panels offer increased safety for the diver due to improved air control and backup system design compared to older control panels. Ontario Regulation 629/94 Diving Operations legislates that under specific situations a diving operation must be conducted with surface supplied air to the diver. These situations include working around a water control structure such as dam, pump station, or intakes. Throughout the Niagara Region, there are numerous water control structures for water treatment, Welland Canal, and Ontario Power Generation. Whenever diving within proximity to these areas, the USRU must use surface supplied air thus requiring a diver's air control panel.

Ongoing maintenance is carried out on the current 2-diver panel. However, due to age it has become unreliable even after maintenance is completed. The current 2-diver panel also does not have improved safety mechanisms found in newer panel designs. There are no alternatives to resolve these issues.

Risk/Impact of Delay:

- Equipment failure - The current panel is at the end of its useful life expectancy (27 years old). Even after maintenance is completed the panel does not provide 100% reliability.
- Officer safety - In the event the panel does fail during a dive operation the diver will not be provided with breathing air. The diver would be facing barotrauma from an expansion injury due to an emergency ascent. This can result in death because of the injury and due to asphyxiation without an air supply.

- Service delivery – Without a reliable air supply, certain functions will not be able to be provided.
- Impact to other Police Services – Because of its unique physical location (proximity to waterways), the Service is a relied upon resource for other police services that do not have enough waterways to financially justify having a fully equipped Marine/USRU (e.g., Memorandum of Understanding with Waterloo Police Service).

Financial Impact:

Request Type - Replacement

Amount Requested - \$33,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact - There will be some minor short-term gains in repairs and maintenance costs.

Project Number:

20002296 - 26-NRPS Air Support Equip

Project Name:

Air Support Equipment

Department:

42368 – Air Support Unit

Project Need:

The Air Support Unit (ASU) will launch in October 2025. The implementation of this unit is imperative due to increasing threat to public safety, the acceleration of technological advances, recent and upcoming legislative changes, the increasing complexity of Remotely Piloted Aerial Systems (RPAS) operations, and the necessity for stringent compliance with Canadian Aviation Regulations.

Justification of Timing and Costs:

While the Niagara Regional Police Service (Service) does own drones and related RPAS equipment, they are currently assigned to various units throughout the Service, have inconsistent capabilities, are of varying ages and conditions, and may not have the depth and breadth of functionality required based on today's standards and needs.

The Service has completed an initial assessment of the equipment that will be required to support the new unit. This includes counter RPAS technology, hand-held thermal cameras, and drones. The budget for this project is based on the purchase of specific equipment, however, at this time the technology is advancing rapidly, therefore the exact purchases are subject to change, and as such the Service consolidated the requests to maintain flexibility in this quickly changing environment.

Additional requests of \$629,700.00 (equipment transport van and additional drones) were deferred to 2027 due to budget constraints.

Risk/Impact of Delay:

- Productivity – Without adequate equipment the new Air Support unit will have limited performance capabilities.
- Risk – Equipment limitations may limit the RPAS Unit's ability to adequately deal with high-risk situations.
- Capability – While the Service does own RPAS equipment, it has been purchased on an ad-hoc basis and is spread throughout the Service. Therefore, there are limitations on their compatibility and ability to work collaboratively.

Financial Impact:

Request Type - New

Amount Requested - \$862,400.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact – N/A

Project Number:

20002298 - 26-NRPS MHCRT Virtual Reality

Project Name:

MHCRT Virtual Reality Headsets

Department:

43141 – Training Unit

Project Need:

Mental Health Crisis Response Training (MHCRT) is legislated within the Community Safety and Policing Act (CSPA) as mandatory annual training. An MHCRT Virtual Reality system is the most feasible delivery method for the evaluation scenarios of this training which all members must complete.

Justification of Timing and Costs:

As mental health related calls for service continue to rise it is imperative that the Niagara Regional Police Service (Service) stays current with its training and compliant with CSPA regulations.

Service is planning to purchase 4 virtual reality packages including headsets, controllers, base stations, stands, ball heads, power strips, laptops, routers, weapons, and trackers.

The urgency of the request is related to compliance with the CSPA.

Risk/Impact of Delay:

- Compliance - CSPA O. Reg. 87/24, every police officer shall complete the program entitled Mental Health Crisis Response and Applied Training, and complete subsequent requalification every twelve months.
- Public safety – The training that this equipment will enable will have a positive impact in servicing calls for vulnerable members of the community.
- Costs – if the equipment is not purchased, to be compliant, the Service would need to procure the services of actors (and train them) to produce compliant training which would be substantially less cost effective.

Financial Impact:

Request Type - New

Amount Requested - \$93,280.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact – An initial cost of \$28,400.00 for training and a recurring cost of \$84,800/year for software licenses are included in the 2026 Operating Budget.

Project Number:

20002299 - 26-NRPS Repl CEW

Project Name:

Conducted Energy Weapons

Department:

43141 – Training Unit

Project Need:

This is the fifth year of a 5-year funding request, beginning in the 2022 Capital Budget, that is transitioning the Niagara Regional Police Service (Service) from the Taser X26P model to the Taser 7.

Justification of Timing and Costs:

In 2020, the Ministry of Solicitor General approved the Taser 7 CEW platform for use by Ontario police services. The Service-wide transition to Taser 7 was approved for 2022 and the Service entered into a 5-year agreement with Axon for the bundled Taser 7 product at a total capital cost of \$736,803.

2026 is the final year of this contract.

This funding for 2026 represents a multi-year interest free installment payment, as agreed to in the purchase contract. To date, the Service has purchased 250 Taser 7 CEWs, plus an additional 8 CEWs were included in the purchase at no additional cost. The transition to Taser 7 as an intermediate weapon is complete. All deployable/use of force qualified sworn members have been trained on the Taser 7.

During 2026, the Service will be running a Taser 10 trial with the expectation that Taser 10 will be implemented in 2027.

Risk/Impact of Delay:

- Maintenance costs - Significant costs to maintain existing complement of X26P tasers due to warranty expiration.
- Breach of contract - If not approved, the Service may face a potential lawsuit and penalties for breaking a contract/agreement approved by the Board in 2022.

Financial Impact:

Request Type - Replacement

Amount Requested - \$140,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Maintenance and warranty costs for existing equipment are included in the base operating budget.

Project Number:

20002300 - 26-NRPS Repl Computer Hardware

Project Name:

Computer Hardware

Department:

45115 – IT Network & Support

Project Need:

Replace, as deemed operationally and technologically necessary, computing equipment such as PCs, laptops, monitors, webcams, TV's, CCTV cameras, etc. This request supports modernizing technology services that are reaching the end of their useful life and maintaining adequate and effective 24/7 access to the Niagara Regional Police Service's (Service) network and services, including special approved initiatives during the year.

Justification of Timing and Costs:

Although the amount requested is derived from projected purchases, the Service will continue to monitor the situation throughout the year remaining flexible that this may need to change as new information arises. All the equipment identified for replacement is 6 - 7 years old with a 5-year expected useful life.

Replacement of as deemed operationally and technologically necessary equipment such as desktops, laptops, monitors, TVs, docking stations, specialized workstations (RTOC, GIS, Crime Analysts, IT, Investigative Services, Forensics), and other as needed items. Upgrades to Windows 11 require fully compatible devices; however, many existing assets are outdated and do not support Windows 11. Furthermore, the project supports the modernization of technology services that are nearing the end of their useful life, while maintaining adequate and effective 24/7 access to the Service's network and services, mainly when vendors and their software applications are no longer supporting aging equipment. Lastly, support the enablement of new initiatives, as outlined in the Strategic Plan, once approved for implementation, to enhance technology, operational business continuity, cyber and digital security, and monitoring capabilities, as well as staffing efficiencies, in a comprehensive and integrated manner.

Additional equipment with a replacement value of \$200,500.00 was identified as needing to be replaced in 2026 but was deferred to 2027 due to budget constraints.

Risk/Impact of Delay:

- Operational efficiencies - Performance, capacity, and quality issues are being experienced with older equipment. In addition, many devices are not being supported

under newer operating system software and must be replaced with supported equipment.

- Sustainability - As equipment reaches the end of its operational and support lifecycle, the probability of failure increases, and vendor support becomes non-existent for upgraded applications that require newer equipment and processors.
- Impact on budget – IT equipment needs to be replaced based on a planned lifecycle approach. Deferring purchases in any year puts an undue burden on future budgets.

Financial Impact:

Request Type - Replacement

Amount Requested - \$400,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Repairs and maintenance costs for existing equipment are included in the base operating budget.

Project Number:

20002301 - 26-NRPS Repl Network Equipment

Project Name:

Network Equipment

Department:

45115 – IT Network & Support

Project Need:

Replace, as deemed operationally and technologically necessary, computing equipment such as servers, switches, telecommunications devices, firewall devices, etc. This request supports modernizing technology services that are reaching the end of their useful life and maintaining adequate and effective 24/7 access to the Niagara Regional Police Service's (Service) network and services, including special approved initiatives during the year.

Justification of Timing and Costs:

Although the amount requested is derived from projected purchases, the Service will continue to monitor the situation throughout the year remaining flexible that this may need to change as new information arises. All the equipment identified for replacement is 9 - 10 years old with a 5-year expected useful life.

Replacement of as deemed operationally and technologically necessary equipment such as servers (physical/ (to support virtual servers), telecommunications devices (fixed and mobile), network switches, encryption devices and firewall appliances, and other assets as needed. Furthermore, the project supports the modernization of technology services that are nearing the end of their useful life, while maintaining adequate and effective 24/7 access to the Service's network and services or when vendors and their software applications no longer support ageing equipment. Lastly, support the enablement of new initiatives, as outlined in Strategic Plans, once approved for implementation, to enhance technology, operational business continuity, cyber and digital security and monitoring capabilities, and staffing efficiencies in a comprehensive and integrated manner.

Additional equipment with a replacement value of \$371,250.00 was identified as needing to be replaced in 2026 but was deferred to 2027 due to budget constraints.

Risk/Impact of Delay:

- Protection of evidence – Some of the servers noted above house evidence (e.g., Isilon servers house Closed-Circuit Television recordings).
- Operational efficiencies - Performance, capacity, and quality issues are being experienced with older equipment. In addition, many servers and other equipment are

not being supported under newer operating system software and must be replaced with supported equipment.

- Impact on budget – IT equipment needs to be replaced based on a planned lifecycle approach. Deferring purchases in any year puts an undue burden on future budgets.

Financial Impact:

Request Type - Replacement

Amount Requested - \$1,100,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Repairs and maintenance costs for existing equipment are included in the base operating budget.

Project Number:

20002302 - 26-NRPS Repl P25 Port Radios

Project Name:

P25 Portable Radios

Department:

45155 – PS Radio & Telecom

Project Need:

The Niagara Regional Police Service (Service) has 510 portable radios. In 2024, 170 were replaced. The remaining 340 units are past their useful life (9 years old). The Service is planning to replace 200 in 2026 and 140 in 2027.

Justification of Timing and Costs:

Portable radios allow officers to communicate with each other over distances. This enables them to relay critical information to each other and collaborate when making decisions. This is a mission-critical communications requirement.

Because the current vendor is no longer maintaining the current model, the radios will no longer be fixed or serviced by the current vendor's repair depot, even for small repairs like cracked housings or broken switches and knobs, which are common issues with frontline radios.

The request was originally for 340 units to be replaced in 2026, but the Service determined that a phased in approach was needed due to budget pressures.

Risk/Impact of Delay:

- Equipment failure – 340 units are past their expected useful life, are no longer in production, and are no longer being supported through the current vendor's repair depot.
- Communications – Without portable radios officers are not able to communicate with each other when attending large scenes where face-to-face interactions are not possible.
- Officer safety – Without the ability to communicate with each other, the risk of injury increases, especially in crisis situations.

Financial Impact:

Request Type - Replacement

Amount Requested - \$1,056,000.00

Funding Source – Region Capital Levy

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Repairs and maintenance costs for existing equipment are included in the base operating budget.

Project Number:

20002303 - 26-NRPS Repl Mobile Data Term

Project Name:

Mobile Data Terminals

Department:

45165 – IT Projects & Systems

Project Need:

Police vehicles are equipped with a Mobile Data Terminal (MDT). An MDT consists of a tablet and a keyboard mounted to the dashboard of the vehicle. This provides the officers with real time data for improved decision making. It allows the officers to receive updates from dispatch, access electronic reports, complete electronic notes, access in-car camera footage and automated license plate reader hits, and radio transmissions.

Justification of Timing and Costs:

The existing MDTs are now over 6 years old and no longer covered under warranty. Initially, their lifecycle was planned for 6 to 7 years, with replacements expected in 2027. However, with Windows 10 support ending on October 14, 2025, it is crucial to replace these devices to maintain security and functionality. After this date, Microsoft will no longer provide security updates or technical support, leaving them vulnerable to security threats and technical issues.

Risk/Impact of Delay:

- Obsolescence – Delaying this purchase increases the risk that units will not be functional. Although Windows 10 will continue to operate beyond October 14, 2025, it will be without support, therefore, any issues could not be fixed. Over time, there will be compatibility issues with the software programs as they upgrade.
- Officer safety – Without access to data officers could be missing essential data when attending potentially dangerous calls for service.
- Operational efficiencies – Without access to an MDT there is reduced productivity due to handwritten notes, manual license plate searches, and other tasks that technology can handle quickly.
- Officer efficacy – Access to an MDT allows the officer to review call information (including updates since being enroute) before entering the scene rather than relying on recall.
- Officer preparedness – Access to information provides guidance to officers for better decision making with confidence.
- Security risks – Once Windows 10 support ends, the MDT are more susceptible to cyber threats, vulnerabilities, and potential data breaches.

Financial Impact:

Request Type - Replacement

Amount Requested - \$1,040,000.00

Funding Source – Region Capital Levy

Operating Budget Impact - There is no significant impact to the operating budget as a result of approval of this project. Repairs and maintenance costs for existing equipment are included in the base operating budget.

Project Number:

20002304 - 26-NRPS Cell Monitor Biometric

Project Name:

Cell Monitoring Biometric Sensors

Department:

46137 – Central Holding

Project Need:

Cell Monitoring Biometric Sensors are sensors that can measure a prisoner's heart rate and respiratory rate in real time. Year 1 of 2, the Niagara Regional Police Service (Service) has 43 holding cells in its headquarters and the 2 District facility at 5700 Valley Way in Niagara Falls. This facility held an average of 12 detainees per day in 2024. During their time in custody, the Service is responsible for their health and well-being.

Justification of Timing and Costs:

The Service applies best practices to assess potential risks. Special Constables perform physical cell checks every 30 minutes; however, emergent issues can arise between cell checks. Cell Monitoring Biometric Sensors are devices that measure a prisoner's heart and respiratory rates in real time. This technology acts as an early warning system to alert Special Constables to potential medical issues to allow lifesaving measures to be put into place. The technology was first introduced to the police sector and installed in Regina, Saskatchewan, and Edmonton, Alberta, in early 2024. Since then, it has also been installed in several police services in Ontario including the Halton Regional Police Service, Barrie Police Service, and Sarnia Police Service.

The Regina Police Service reports that since they installed the technology in early 2024, 6 individual's lives were saved. This technology is not a replacement for physical cell checks of prisoners by Special Constables, it is an additional tool that will supplement these checks and assist in the early detection of prisoners going into sudden medical distress. This technology offers insight into a prisoner's real-time vital signs that even a physical check would not elicit.

On May 21, 2020, a 24-year-old female passed away of fentanyl toxicity while in custody at the Central Holding facility. On February 5, 2025, coroner Dr. Geoffrey Bond rendered his verdict following a 3-day inquest into the death. One of the jury recommendations was:

- Prioritize the continued exploration into the use of biometric sensors at the Service's Central Holding Facility.

This request is a direct result of that recommendation. Due to budget constraints, the Service has determined that a phased in approach is an appropriate way to proceed. The Service recommends purchasing and installing 22 units in 2026 and 21 units in 2027.

Risk/Impact of Delay:

- Prisoner safety – Early detection tools could save the lives of detainees.
- Officer safety – Early detection tools provide Special Constables with additional resources to best do their job.
- Protection against litigation/inquiries – Delaying the purchase is in contradiction to the jury recommendation and could expose the Service to additional scrutiny in the event of a future similar death.

Financial Impact:

Request Type - New

Amount Requested - \$123,000.00

Funding Source – Police Capital Levy Reserve

Operating Budget Impact – N/A

Administration

Office of the Regional Clerk

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www.niagararegion.ca

September 26, 2025

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

SENT ELECTRONICALLY

**RE: Councillor Information Requests – Budget Review Committee of the Whole,
September 4, 2025**

At the Budget Review Committee of the Whole meeting held on September 4, 2025, Committee received a presentation respecting Niagara Regional Police Service – Service Based Budget Discussion. The following requests for information were made:

Minute Item 4.1

Provide the impact of end-of-life assets on police service delivery. Councillor Foster.

Provide information on the possibility of deferring the NG911 Stand Alone Back Up Facility project in Welland until 2027. Councillor Heit.

Provide the percentage of the budget allocated to dealing with mental health, homelessness and drug addiction issues. Councillor Morocco.

Provide the average length of time for a homicide investigation from start to trial. Councillor Sorrento.

It would be appreciated if you could kindly provide this information at your earliest convenience so that it may be shared with Council.

If further information is required, please contact me at 905-980-6000 Ext. 3220 or by email ann-marie.norio@niagararegion.ca

Yours truly,



Ann-Marie Norio
Regional Clerk

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CLK- C 2025-107



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: 2026 - 2029 Strategic Plan Submission (Amended)
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-10-19

Recommendation(s)

That the Niagara Regional Police Service Board received and approve the amended Niagara Regional Police Service Board Strategic Plan 2026 - 2029.

Key Facts

- The Community Safety and Policing Act (CSPA), Section 39, requires the Police Service Board (Board) to prepare and adopt a strategic plan for the provision of policing at least once every four years.
- At its regular public Board meeting on September 25, 2025, the Board received a presentation of the proposed Niagara Regional Police Service (NRPS) Strategic Plan 2026 – 2029.
- The Board adopted the following resolution: *That the Board receive the presentation; and further, that the 2026-2029 Strategic Plan be directed back to the Service for inclusion of an Equity, Diversity, and Inclusion (EDI) component and that the Plan be reported back to the Board for approval.*
- An amended version of the proposed Niagara Regional Police Service Strategic Plan 2026 – 2029, is included for consideration in this report.
- The proposed 2026–2029 Strategic Plan positions NRPS to meet evolving community expectations, operational challenges, and modernization opportunities, ensuring policing remains inclusive, proactive, and accountable.

Financial Considerations

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

Analysis

Regulatory Framework:

Under the CSPA, police service 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.

Proposed Strategic Plan 2026–2029 (Amended)

At its regular public meeting on September 25, 2025, the Board received a presentation of the proposed *Niagara Regional Police Service Strategic Plan 2026–2029*. Following deliberation, the Board adopted the following resolution:

That the Board receive the presentation; and further, that the 2026–2029 Strategic Plan be directed back to the Service for inclusion of an Equity, Diversity, and Inclusion (EDI) component, and that the Plan be reported back to the Board for approval.

In response to this direction, the Proposed Strategic Plan 2026–2029 has been revised and amended to incorporate the Board’s feedback. The amendments include adjustments to the priorities and a full revision of the associated operational action plans to ensure that diversity and inclusion are included and continue to be embedded throughout the Strategic Plan, as directed by the Board.

In addition, the amended Plan is compliant with Section 37(e) of the CSPA, which requires that police services “*prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility.*”

The proposed Strategic Plan is guided by a strategic planning framework that provides a structured, results-oriented approach for translating strategic priorities into measurable outcomes. The framework is built around three core elements: key priorities, goals, and operational action plans, that together define what the Service seeks to achieve, why it matters, and how it will be accomplished. Twenty-seven operational action plans are included as Appendix 1. These provide a detailed roadmap for implementation.

Each key priority represents a long-term area of focus fundamental to fulfilling the Service’s mission. Within each priority, distinct operational action plans outline the objectives, activities, and expected outcomes, detailing the concrete steps, phases, and milestones required to achieve them. Each action plan defines its scope, sets out sequential activities, and identifies measurable deliverables to guide implementation throughout the 2026–2029 period.

Action Plans are designed to be phased, typically progressing through diagnostic, implementation, and optimization stages, to ensure that initiatives are evidence-based,

iterative, and responsive to operational realities. They integrate data-driven and evidence-based tools and practices such as hotspot analysis, repeat call reviews, and community safety surveys to direct interventions and measure outcomes.

A clear governance structure supports both implementation and accountability. The accountable role (typically at the Chief or Deputy Chief level) provides strategic oversight and ensures alignment with organizational goals and the Strategic Plan; the responsible role (generally a Superintendent or Director) manages operational delivery, timelines, and resource allocation; and the lead role (such as a District Inspector or Unit Manager) coordinates day-to-day activities, engages internal and external partners, and drives collaborative execution.

Each operational action plan includes defined deliverables and key performance indicators (KPIs), along with objectives and key results (OKRs) that cascade from organizational to unit and individual levels. These indicators translate broad priorities into quantifiable targets, such as reductions in repeat calls for service, increases in community trust ratings, or improvements in hotspot presence ratios, allowing for continuous performance monitoring and reporting.

Operational action plans also identify resources (personnel, units, technology, and funding) necessary for success, as well as partners whose collaboration enhances outcomes and strengthens community impact. A risk identification and mitigation framework is embedded within each plan to anticipate challenges.

Together, these components ensure that the Strategic Plan is evidence-based, community-informed, actionable, measurable, and adaptive, enabling the Board and the Service to monitor progress through dashboards, annual reports, and evidence-based adjustments that reinforce transparency, accountability, and sustained community trust.

Considerations

Following extensive consultation with both community and internal members, the Strategic Plan 2026–2029 has been shaped to reflect the shared priorities and aspirations for the future of policing in Niagara. These priorities embody the collective vision of a Service that is safe, inclusive, trusted, accountable, and future-ready.

Community Safety stands as the first key priority, reflecting the community's foremost concern and the Service's core mandate under the CSPA. It emphasizes working collaboratively with communities and partners to prevent crime, reduce harm, and ensure every neighbourhood in Niagara feels safe and protected.

Community Trust and Engagement focuses on earning and maintaining public confidence by listening, engaging, and working transparently with the community to co-create lasting relationships and shared solutions for safety and well-being.

Diversity and Inclusion commits to building a police service that reflects, respects, and serves all people. It advances reconciliation, equity, diversity, inclusion, and accessibility across policies, training, workforce practices, and community engagement.

Modernization and Innovation positions NRPS to lead into the future by embracing technology, data, and continuous improvement. It ensures that innovation enhances both public service and organizational readiness to meet the evolving needs of Niagara's communities.

Finally, Organizational Health and Accountability recognizes that a healthy, professional, and well-supported workforce is essential to effective policing. This priority strengthens member wellness, ethical leadership, transparency, and operational excellence across all levels of the Service.

Key Priorities

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

Key Priority	Goal	Operational Action Plans
Community Safety	Working together with our communities and partners to prevent crime, reduce harm, and ensure every neighbourhood in Niagara feels safe and protected.	• Integrated Crime Prevention and Harm Reduction Strategy • Neighbourhood Presence Initiative • Human Trafficking Prevention and Recovery Strategy • Offender Management and Supervision Platform • Emergency Preparedness and Response Strategy • Specialized Emergency Management and Deployment Optimization Strategy
Community Trust and Engagement	We earn trust by listening, engaging, and working openly with our community to build lasting relationships and shared solutions for safety and well-being.	• Youth Crime Prevention and Engagement Strategy • Road and Public Space Safety Strategy • Integrated Mental Health and Addictions Strategy • Public Trust and Transparency Communications Strategy
Diversity and Inclusion	We are building a police service that reflects, respects, and serves all people, advancing reconciliation,	• Diversity and Inclusion Strategy • Community-Informed Identity Data and Accountability • Gender-Based Violence Prevention and Support Strategy

	diversity, inclusion, and accessibility in everything we do.	
Modernization and Innovation	We embrace innovation and technology to strengthen our operations, enhance public service, and prepare NRPS for the future of policing.	• Strategy, Innovation, and Continuous Improvement • Smart Tech Integration Project • Cybersecurity and Data Protection Strategy • NG9-1-1 Technology Enhancement Project • Cloud Strategy and Infrastructure Modernization • Responsible AI Adoption and Governance Strategy • Custody, Transport and Digital Disclosure Modernization Strategy
Organizational Health and Accountability	We support the wellness, growth, and professionalism of our members, ensuring transparency, accountability, and excellence in everything we deliver.	• Integrated Member Support and Wellness Strategy • Leadership and Performance Excellence Framework • Internal Communications Strategy • Career Mapping and Mentorship Program • Financial Management and Performance Strategy • Sustainable Infrastructure and Asset Management Plan • Training and Knowledge Exchange Strategy

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 Community Safety and Policing Act, 2019 (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 Sections 11, 37, 39 and 40 of the Community Safety and Policing Act, 2019, and PSB By-Law 413-2024, 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 11, 37, 39 and 40.
- Police Services Board By-Law 413-2024 – 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

7.2 – 09.25.25 – 2026-2029 Strategic Plan- Niagara Regional Police Service

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



Submitted by:

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

Appendices

Appendix 1 – Operational Action Plans

Niagara Regional Police Service
Action Plan: Integrated Crime Prevention and Harm Reduction Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Strengthen proactive crime prevention and reduce repeat victimization
Action Plan:	Integrated Crime Prevention and Harm Reduction Strategy

2. Scope

Deliver a coordinated crime prevention strategy rooted in evidence-based practices to reduce victimization, increase public safety, and address concerns identified by the community. The approach combines data-driven prevention, community engagement, and coordinated problem-solving to address local safety concerns. The strategy coordinates prevention efforts across policing units and with municipal, social, and community partners.

3. Activities for consideration

Activity
Hotspot Prevention and Community Problem-Solving • Use data to identify persistent crime hotspots and emerging public disorder zones • Deploy proactive, visible patrols and problem-solving teams in collaboration with local services Repeat Call and Victimization Analysis • Analyze RMS/CAD data to identify repeat locations and individuals • Coordinate responses between patrol, crime prevention, bylaw, housing officers, and other specialty Provincial Offences Officers Fraud and Cybercrime Awareness Campaign • Target fraud prevention education for seniors, newcomers, and small businesses • Partner with local banks, libraries, schools, and settlement services • Publish materials (print and digital) on common scams, cybercrime, and safe online behavior • Participate in fraud prevention month activities partnering with community agencies • Continue Fraud Prevention social media presence

Activity
Violence Reduction Microstrategy • Map areas of repetitive violent crime (e.g., assaults, organized crime, weapons offenses) • Implement evidence-informed deterrence methods (e.g., focused deterrence, problem-solving policing) • Coordinate with youth services and outreach teams to engage individuals at risk • Partner with local agencies on “violence interrupter” or peer-led intervention pilots Hate Crime Awareness and Prevention • Include hate crime data monitoring in prevention analytics • Collaborate with diverse groups on public awareness and bystander education • Evaluate potential data collection on trends regarding hate crimes. • Develop a dashboard to display Statistic Canada – Hate Crimes Data Prevention Partnerships and Coordination • Strengthen relationships with schools, housing services, shelters, and community organizations • Embed crime prevention officers in key community locations for joint initiatives • Deliver fraud awareness sessions in collaboration with financial institutions • Distribute prevention pamphlets in community centers on retail theft and scams • Continue a seasonal “Lock It or Lose It” campaign focused on property crime spikes

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	Inspector 2 District

5. Deliverables

Deliverable	Due Date
Launch a targeted fraud prevention campaign in collaboration with businesses, financial institutions, schools, and senior/newcomer agencies, including a social media presence to increase fraud awareness (Q2)	2026

Deliverable	Due Date
Explore integration of national risk assessment tools to enhance crime analysis capabilities (Q4)	
Pilot hotspot project disruption strategy in two high-priority district zones using patrol visibility and problem-solving approaches (Q4)	
Continue the multilingual hate crime awareness campaign in collaboration with diverse community partners (Q1)	2027
Initiate a crime reduction micro-strategy pilot project in a high-risk area, including focused deterrence and peer-led outreach (Q2)	
Develop a dashboard and hotspot strategy for sexual related offences for the 'violent' category, focusing on repeat sexual offenders. (Q4)	
Conduct an evaluation of fraud, hate crime, and violence prevention campaigns impact and community perceptions (Q4)	2028
Fully implement targeted violence prevention strategies in high-risk zones, in coordination with community-based outreach and enforcement	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Targets are based on multi-year averages and may fluctuate annually due to external factors.
- Violent crime rate – Reduce by 2% annually, baseline = 3-year average or provincial/Big 12 rate, whichever is higher. - Violent crime weighted clearance rate – Achieve at least 40%, baseline = provincial average (Big 12 if available). - Property crime rate – Reduce by 3% annually, baseline = 3-year average or provincial/Big 12 rate. - Property crime weighted clearance rate – Maintain at least 30%, baseline = provincial average. - Youth crime rate – Reduce by 2% annually, baseline = 3-year average.

• % reduction in repeat calls for service to top 10 high-frequency addresses – Reduce by 20% by 2029, baseline = 3-year average. • Number of residents reached through fraud and cybercrime prevention – 10,000+ by 2029, baseline = current outreach levels. • Crime Severity Index (CSI) and Violent CSI – Maintain or reduce annually, baseline = 3-year average or provincial average.
Key Results (KR) • KR1: Reach 10,000+ residents through fraud and cybercrime prevention education by 2029 (baseline: current outreach levels in 2026; measured annually) • KR2: Launch a multilingual hate crime awareness campaign in 5+ languages and 10 community sites by 2027 (milestone-based; completion by Q4 2027) • KR3: Achieve a 20% reduction in repeat calls for service to targeted addresses by 2029 (baseline: 3-year average 2024–2026; measured annually) • KR4: Improve the clearance rate for violent crimes by 5% by 2029 (baseline: provincial/Big 12 average in 2026; measured annually) • KR5: Maintain or reduce the Crime Severity Index (CSI) and Violent CSI annually from 2027 to 2029 through prevention strategies and targeted enforcement (baseline: 3-year average 2024–2026; measured annually) • KR6: Achieve a 2% year-over-year reduction in violent crime rate by 2029 (baseline: 3-year average 2024–2026; measured annually). • KR7: Achieve a 2% year-over-year reduction in property crime rate by 2029 (baseline: 3-year average 2024–2026; measured annually).

7. Resources

Resources Available
Crime Analysts, Fraud, Cybercrime, Corporate Communications, Street Crimes, Offender Management Unit, Corporate Strategy and Innovation

8. NRPS Team Involved

Team
District Commanders; Crime Analysis Manager, Corporate Communications

9. External collaborators

Organization / Entity
• Probation and parole (SOLGEN) • Municipal staff (urban planning, bylaw, housing)

- School boards, tenant associations
- Cybercrime prevention specialists
- Seniors' services and newcomer agencies
- Diversity and cultural groups
- Niagara Greater Chamber of Commerce
- Home Health Care Service Providers

10. Risk Identification

Risk	Mitigation Strategy
Low reporting of hate/fraud crimes	Use public education and explore anonymous reporting tools
Inter-agency coordination gaps	Formalize agreements and assign liaisons
Potential community concerns about police presence in certain areas.	Balance visibility with trust-building strategies

11. Version Control

Date Modified:	Oct 19, 2025

12. Relevant Documents and Appendices

Community Safety and Well-Being - <https://www.niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf>

These sources provide the evidence base and best practices guiding this strategy:

Crime Prevention - [Center for Problem-Oriented Policing | ASU Center for Problem-Oriented Policing](#)

Harm Reduction - <https://www.college.police.uk/research/what-works-centre-crime-reduction>

Niagara Regional Police Service
Action Plan: Neighbourhood Presence Initiative

1. Identification

Key Priority:	Community Safety
Objective:	Enhance authentic, consistent presence in communities
Action Plan:	Neighbourhood Presence Initiative

2. Scope

Implement a data-driven neighbourhood presence strategy that strengthens community trust, reduces crime, and public safety concerns in priority areas, and increases positive police visibility and accessibility through data-informed deployment and community partnerships. The strategy will integrate hotspot analysis, Crime Prevention Through Environmental Design (CPTED) audits, and repeat call reviews to guide patrol deployment, proactive interventions, and partnerships with health, housing, social services, and municipalities. Insights from real-time dashboards and community feedback will drive ongoing adjustments, ensuring measurable improvements in safety, reduced repeat demand, and stronger trust across targeted neighbourhoods.

3. Activities for consideration

Activity
Phase 1: Diagnostic – Data, Analysis, and Planning Hotspot Deployment Optimization 1. Analyze RMS and CAD data to identify high-call zones and areas of elevated community concern. 2. Map seasonal and temporal trends to guide deployment and resource allocation. Chronic Call and Early Intervention Analysis 3. Identify properties or locations with persistent calls for service (e.g., mental health, public safety concerns). 4. Flag top chronic locations and coordinate with hospitals (NHS), COAST, social services, and housing providers for early interventions. CPTED and Safety Audits Planning 5. Schedule bi-annual CPTED audits in priority neighbourhoods with community partners. 6. Identify environmental improvements (e.g., lighting, signage, surveillance) for co-development with municipalities and public works.

Activity
Phase 2: Implementation – Patrol Deployment and Community Engagement High-Visibility Vehicle and Patrol Initiative 7. Deploy marked, high-visibility vehicles in priority neighbourhoods to enhance presence and deter crime. 8. Combine vehicle presence with foot, bike, and ATV patrols for comprehensive coverage. Community Patrol Alignment 9. Align patrol schedules with peak activity times using predictive analytics, in compliance with the collective agreement. 10. Ensure proactive presence in violent crime hotspots and areas of community concern. Victim Resource Development 11. Collaborate with Victim Support Services in creating a public-facing toolkit or roadmap outlining available victim support services and investigative processes. Phase 3: Optimization – Monitoring and Continuous Improvement Real-Time Dashboards and Analytics 12. Develop dashboards to track: • Patrol presence by neighbourhood and time. • Status of CPTED audits and recommendations. • Repeat call trends and interventions. • Community satisfaction annual survey results. Interactive Mapping 13. Publish internal maps showing patrol coverage, audit outcomes, and community feedback metrics. Performance Feedback and Training 14. Implement a Problem-Oriented-Project (POP) template for new recruits to guide problem-oriented policing activities. 15. Use data insights to adjust deployment models and share lessons learned across districts.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services

Lead:	Inspector 1 District

5. Deliverables

Deliverable	Due Date
Launch Community Safety Survey to establish baseline on trust, visibility, and safety perceptions	Q1 2026
Develop Hotspot and Repeat Call Analysis Dashboard for chronic locations and high-demand zones	Q2 2026
Deploy Hotspot Pilot Project in 5 patrol zones with at least 10 CPTED audits completed	Q4 2026
Develop CORE Unit Outcomes Dashboard to track prevention and engagement activities	Q4 2026
Conduct Annual Community Safety Survey to measure changes in trust and visibility	Q1 2027
Fully integrate repeat call analysis with patrol deployment; live internal dashboard across all districts	Q4 2027
Continue Annual Community Safety Survey for trend analysis	Q1 2028
Complete program evaluation with at least 15% improvement in community trust and visibility score over 2026 baseline	Q4 2029

6. Performance Indicators

Indicators (Measure) - Value (Target) <i>Targets represent long-term improvement goals. Crime rates may fluctuate annually due to external factors such as population growth, economic conditions, or reporting changes.</i> - Hot-spot presence ratio: Percentage of total patrol time spent in identified high-priority hotspots. Target: At least 20% by Q4 2026. - Visible patrol hours: Total hours of foot, bike, or high-visibility vehicle patrol in targeted areas. Target: Increase by at least 20% from the 2026 baseline over project duration. - Property and non-violent crime reduction: Percentage decrease in property crime and non-violent crime (e.g., break and enter, theft, mischief) in targeted areas. Target: At least 2% annual reduction from 2026 baseline onward. - Repeat service demand reduction: Percentage decrease in repeat calls for service at the top 10 chronic locations. Target: 10% reduction by 2026 and 30% reduction by 2029 (baseline in 2026).

• Crime rate reduction: Selected Offense Crime Rate. Percentage change in incidents for selected UCR codes (e.g., break and enter, theft under \$5K, mischief, sexual assault, assault, robbery) in targeted areas. Target: 2% annual reduction from 2026 baseline onward. • Community trust rating: Improvement in community survey ratings of perceived safety and police visibility. Target: +5 percentage points by 2027 and +15 points by 2029 (baseline established in 2026).
Objective 1: Increase visible police presence and engagement in priority neighbourhoods • KR1: Achieve a 20% hotspot presence ratio by Q4 2026 (baseline in 2026). • KR2: Increase visible patrol hours (foot, bike, and high-visibility vehicle patrols) by 20% from the 2026 baseline over project duration. • KR3: Improve community trust ratings by +5 points by 2026 and +15 points by 2029 (baseline in 2026). Objective 2: Reduce property and non-violent crime in targeted areas • KR4: Achieve a 2% annual reduction in property and non-violent crime rates (e.g., break and enter, theft, mischief) from the 2026 baseline onward. • KR5: Reduce selected offense crime rates (e.g., break and enter, theft under \$5K, mischief, sexual assault, assault, robbery) by 2% annually from 2026 baseline onward. Objective 3: Address chronic service demand and support victims effectively • KR6: Achieve a 10% reduction in repeat calls for service at the top 10 chronic locations by 2026 and 30% by 2029 (baseline in 2026).

7. Resources

Resources Available
CORE Unit, foot/bike patrol, ATV Analysts and crime prevention team COAST and liaison officers Situation Table referrals Front-Line Patrols Corporate Communications

8. NRPS Team Involved

Team
Crime Analysis Manager, Manager Corporate Strategy and Innovation, CORE Officers, Foot Patrol, COAST, Liason Officers, EDI, Corporate Communications

9. External collaborators

Organization / Entity
Community Safety and Well-Being Partners, Municipal planning departments, neighbourhood associations, tenant councils, public works, CPTED Subject Matter Experts

10. Risk Identification

Risk	Mitigation Strategy
Operational demands affecting presence consistency	Establish deployment targets by hotspot; monitor compliance through real-time dashboards; ensure supervisory oversight and quarterly reviews to maintain minimum presence levels.
Sustaining community engagement and participation over time.	Rotate engagement approaches (foot patrols, meetings, surveys, events); maintain transparency on outcomes; emphasize co-created solutions with neighbourhood associations to sustain interest.
Ensuring data translates into clear action and decision-making.	Prioritize key indicators (patrol hours, repeat calls, survey results); automate dashboard reporting; provide training for commanders and supervisors on interpreting and applying analytics.
Delays in implementing environmental safety improvements (CPTED measures)	Formalize partnerships with municipal planning/public works; escalate delays through inter-agency agreements; pursue alternative funding or phased solutions for quick wins (e.g., temporary lighting, signage).

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendixes

Community Safety and Well-being Plan niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

Crime Prevention - [Center for Problem-Oriented Policing | ASU Center for Problem-Oriented Policing](#)

Harm Reduction - <https://www.college.police.uk/research/what-works-centre-crime-reduction>

Niagara Regional Police Service
Action Plan: Human Trafficking Prevention and Recovery Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Prevent human trafficking and support survivors
Action Plan:	Human Trafficking Prevention and Recovery Strategy

2. Scope

This strategy aims to prevent human trafficking through education, early identification, proactive enforcement, and survivor-centred recovery pathways. It includes a multi-pronged approach: youth-focused prevention, enhanced frontline capacity, integration of victim services, and a coordinated regional response rooted in trauma-informed and culturally safe practices. The program will focus on all forms of human trafficking, including sexual and labour exploitation with tailored responses and regional/national coordination.

3. Activities for consideration

Activity
Public and Youth Awareness Campaigns • Launch multi-platform awareness campaigns (e.g., bus ads, social media, transit shelters, public washrooms) • Support survivor-informed, youth-specific education modules for schools and online platforms • Explore demographics and trends of the victims to inform potential translations of materials (e.g., English, French, Arabic, Tagalog, Ukrainian, etc.) • Evaluate integration of existing Canadian Human Trafficking Social Media Content for educational campaign (i.e., Crime Stoppers) School-Based Prevention and Empowerment Education • Support school boards to deliver age-appropriate, consent-based, digital literacy and trafficking awareness presentations Frontline Officer and Civilian Training • Train officers on recognizing signs of trafficking, trauma-informed interviews, and victim engagement • Include training on human trafficking, including sexual and labour exploitation, newcomer exploitation, and the intersection with organized crime

Activity
• Maintain and manage internal and external educational materials and investigative guides to improve institutional memory, and investigative capacity
Victim/Survivor Recovery and Exit Supports
• Continue to partner with shelters, transitional housing, and social agencies to deliver wraparound services • Continue working with the Niagara Region Anti-human trafficking response protocol members to refer victims/survivors to pathways for safe exits, mental health care, ID recovery, etc. • In consultation with community partners, embed culturally appropriate supports and survivor navigation information
Hotel, Transit, and Business Sector Engagement
• Explore ways to deliver training and awareness to hotel/motel staff, rideshare drivers, landlords, and convenience stores • Explore ways to enhance safe reporting and identify case escalation as required
Enhanced Intelligence-Led Enforcement
• Expand the use of crime analysis, social media monitoring, and victim recovery operations. • Maintain and support multi-jurisdictional investigations (e.g., OPP-led initiatives) • Map repeat locations and high-risk venues for proactive enforcement
Regional and National Coordination
• Continue to share intelligence and case coordination with regional partners (e.g., OPP, CBSA, RCMP, other municipal services)

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Investigative Services
Lead:	Inspector Investigative Support

5. Deliverables

Deliverable	Due Date
- Continue social media content regarding public HT educational posts in coordination with Corporate Communications (Q1) - Deliver service training on human trafficking awareness to officers and civilians (Q4) - Ensure all HT Unit members are trained in trauma-informed investigative procedures (Q4)	2026
- Maintain and expand public campaigns and hotel engagement initiatives (Q2) - Increase proactive and intelligence-led initiatives (Q4)	2027
Facilitate a regional HT conference (Q4)	2028
- Enhance public resources regarding HT (Q4) - Establish an HT Hotline (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Note: Increases in identified cases or victims may reflect improved detection, reporting, and trust in police rather than a rise in victimization. Performance targets are designed to strengthen prevention, identification, and support, not to measure the prevalence of exploitation.
KPI - Number of human trafficking victims identified and supported. Target: Increase over the 2025 baseline by 5% annually. - Percentage of identified victims accessing recovery and exit services. Target: 5% annual improvement over baseline year - 2025. - Percentage of officers that have received information on human trafficking. Target: 100% by 2029. - Number of human trafficking-related charges laid. Target: Increase over the 2025 baseline by 5% annually. - Number of offenders charged for human trafficking. Target: Increase over the 2025 baseline by 5% annually.
Key Results (KR) Objective 1. Build community and system capacity to prevent human trafficking KR1: Train at least 80 frontline officers per year KR2: Achieve over 500,000 campaign impressions by 2029

Objective 2. Strengthen victim-centred supports and recovery pathways

KR3: Increase the # of victims referred to community organizations by 5% annually

Objective 3. Enhance intelligence-led enforcement and cross-sector coordination

KR4: Maintain annual participation in 4 or more multi-jurisdictional investigations or events

7. Resources

Resources Available

Human Trafficking Unit and Crime Analysts
Frontline Officers, Investigators
Corporate Communications

8. NRPS Team Involved

Team

Human Trafficking Unit, Corporate Communications, Crime Analysis Manager, District Commanders, Frontline Officers,

9. External collaborators

Organization / Entity

- Niagara Region Anti-Human Trafficking Response Protocol Members
- Victim Services Niagara and local shelters
- Human trafficking survivor-led organizations
- Local school boards and youth shelters
- Immigrant/refugee services
- OPP, CBSA, RCMP, Crown attorneys, Victims Witness Assistance Program
- Public Health, labour inspectors, municipal staff

10. Risk Identification

Risk	Mitigation Strategy
The victim's fear of reporting	Expand safe, anonymous, and survivor-led pathways.
Lack of culturally safe services	Partner with community groups and explore and utilize tailored supports

Online trafficking trends	Enhance digital monitoring and social media intelligence.
Cross-jurisdictional complexity	Assign HT liaisons and collaborate with external investigations.

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Human Trafficking - Niagara Regional Police Service

About Human Trafficking: <https://www.publicsafety.gc.ca/cnt/cntrng-crm/hmn-trffckng/abt-hmn-trffckng-en.aspx>

<https://www.ywcaniagararegion.ca/anti-human-trafficking>

Canadian Anti-Human Trafficking Website

Niagara Regional Police Service
Action Plan: Offender Management and Supervision Platform

1. Identification

Key Priority:	Community Safety
Objective:	Use intelligence-led tools to reduce repeat offending and enhance monitoring
Action Plan:	Offender Management and Supervision Platform

2. Scope

Develop and implement a centralized, intelligence-led case management platform to support proactive monitoring of high-risk and repeat offenders, with a focus on reducing harm and improving coordination across justice and social partners. The system will integrate internal police data with information from probation, parole, and justice partners to coordinate supervision, identify escalation patterns, and enable the development of tailored intervention strategies. The approach will prioritize harm reduction, early intervention, and interagency collaboration, with safeguards for privacy, proportionality, and transparency. The platform is not a predictive or surveillance tool, but a coordination system to improve safety and ensure timely interventions.

3. Activities for consideration

Activity (Responsible)
Platform Design and Data Integration • Design a platform to integrate RMS/CAD, court, parole/probation data, and risk assessment tools (e.g., CMI, ODARA) • Develop evidence-informed prioritization tools focused on risk and harm (i.e., not just frequency) • Develop dashboards for real-time monitoring and supervision notes Repeat and High-Harm Offender Identification Framework • Define criteria and typologies for monitoring: chronic offenders, domestic violence repeaters, property offenders, youth at high risk, etc. • Adopt the Cambridge Harm Index or a similar approach to prioritize cases by societal impact (i.e., harm in our communities) Interagency Collaboration and Data Sharing Protocols • Formalize MOUs with partners (e.g., probation, parole, courts, and social services)

Activity (Responsible)
• Develop data-sharing agreements that respect legal and ethical standards • Host regular case conferencing to coordinate management plans Proactive Supervision and Disruption Teams • Coordinate with existing multi-disciplinary teams (e.g., police, probation and parole regular meetings, and social services) to manage high-risk individuals • Include options for outreach, monitoring, curfew checks, supports, and court liaison Early Warning and Intervention Alerts • Program the system to flag behavioral triggers (e.g., breach probation, new charges, domestic call backs) • Enable rapid coordination and referral to intervention teams (e.g., sexual assault, DVU teams). Youth-Specific Case Coordination and Diversion Pathways • Build youth tracking modules that integrate school, justice, and community partner insights • Integrate with existing diversion and prevention programs • Promote Extra-Judicial Measures Diversion Program through frontline education Privacy, Oversight, and Ethics Safeguards • Implement role-based access, logging, and internal oversight • Publish clear internal guidance on what the system does and does not do (i.e., about page and documentation) • Establish an advisory panel (e.g., legal, privacy, community representatives) to review use and evaluate outcomes Training, Change Management, and Evaluation • Train officers, analysts, and justice partners in system use and ethical engagement • Pilot the platform in one district before full rollout • Conduct annual outcome evaluations on recidivism, calls for service, and court compliance

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Investigative Services
Lead:	Inspector Investigative Support

5. Deliverables

Deliverable	Due Date
- Initiate MOU discussion with Probation and Parole, respecting privacy and legal frameworks. (Q2) - Build initial core offender management platform integrating RMS, CAD, courts, parole/probation, and risk scoring tools (e.g., ODARA/CMI). (Q4) - Implement harm-based scoring (e.g., Cambridge Harm Index) and define typologies (e.g., chronic, youth, DV offenders). (Q4) - Launch internal dashboards to track offender supervision outcomes, case activity, and system use. (Q4)	2026
- Scale the platform across all divisions (i.e., specialty units), incorporate feedback from pilot, and stabilize data integration. (Q4) - Pilot Rollout (One District) - Test platform in one district and begin preliminary monitoring of effect on recidivism of high-risk individuals. (Q4)	2027
- Merge with broader evidence-based policing tools (e.g., Strategic Crime Prevention Dashboard). (Q2) - Apply enhancements based on evaluations. (ongoing)	2028
Conduct full evaluation on reduction in harm, system usability, interagency engagement, and ethical compliance (Q2)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPIs - Platform Adoption: % of identified high-risk offenders included in coordinated management plans (Baseline: 0% in 2025, 80% by 2027). - Recidivism Reduction: % reduction in recidivism among tracked individuals (Baseline: 2026 → 20% by 2029).

- Early Intervention: % of early warning flags responded to within 48 hrs (Target: 90%).

Key Results (KR)

O1: Build and Scale the Platform

KR1: Pilot completed in 1 district by Q4 2026.

KR2: Track 80% of high-risk offenders by end of 2027.

KR3: Full rollout across specialty units by Q4 2027.

O2: Improve Public Safety and Interventions

KR4: 20% recidivism reduction by 2029.

KR5: 90% of early warning flags responded to within 48 hrs by 2029.

7. Resources

Resources Available

Major Crime Unit, Special Victims Unit, Special Investigative Services Unit

8. NRPS Team Involved

Team

Crime Analysis Manager, Crime Analyst, Corporate Strategy and Innovation, Frontline supervisors, Courts, Offender Management, CORE Unit

9. External collaborators

Organization / Entity

- Ministry of Solicitor General
- Local Probation and Parole offices
- Crown Prosecutors Office and Courts
- Community justice and housing services
- Privacy Commissioners and internal legal counsel
- Community representatives may also be consulted as part of the advisory and oversight process

10. Risk Identification

Risk	Mitigation Strategy
Data privacy concerns	Strong governance, role-based access, and legal review of MOUs

Partner coordination challenges	Clear protocols, shared outcomes, and joint training
Technological development delays	Early pilot testing and staged rollout
Public misunderstanding of system purpose	Clear communication emphasizing coordination, not surveillance
Privacy concerns	Ongoing privacy review and advisory oversight
Technical integration challenges	Phased development, early pilot testing, and vendor support

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Focused Deterrence of High-Risk Offenders - [Focused Deterrence of High-risk Offenders | ASU Center for Problem-Oriented Policing](#)

[Focused Deterrence of High-risk Offenders | ASU Center for Problem-Oriented Policing](#)

Niagara Regional Police Service
Action Plan: Emergency Preparedness and Response Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Increase readiness for emergencies and high-risk incidents
Action Plan:	Emergency Preparedness and Response Strategy

2. Scope

Strengthen the Service's capacity to plan for, respond to, and recover from emergencies and high-risk incidents. This includes natural disasters, large-scale public events, acts of violence, public health emergencies, and disruptions to infrastructure. The plan integrates emergency operations, specialized units (e.g., K9, Marine, ETU, EDU, and Negotiators), and coordinates with external agencies to ensure a unified response.

3. Activities for consideration

Activity
• Establish the Emergency Management and Planning Unit (EMPU) with dedicated staff • Implement multi-agency scenario-based training for high-risk incidents • Develop emergency communications protocols • Update any mutual partner Memorandum of Understandings (MOUs) and conduct annual risk assessments • Integrate drones to enhance police operations (used only for situational awareness, search and rescue, or safety monitoring) • Maintain a post-incident review for major/critical incidents • Evaluate and refine emergency plans annually

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Operational Services
Responsible:	Superintendent of Emergency Services
Lead:	Inspector of Emergency Management and Planning

5. Deliverables

Deliverable	Due Date
Establish EMPU; finalize standard operating procedures (Q4)	2026
Complete first risk assessments and participate in tabletop exercises, full-scale exercises and update response plans (Q4)	2027
Finalize and test critical infrastructure risk database; 90% of EMPU staff trained in emergency planning (Q4)	2028
Full identification and mapping of identified critical infrastructure and vulnerable sites entered into the emergency planning system. (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Note: Targets represent long-term readiness goals. Annual results may vary based on the frequency and nature of emergencies and training cycles.
KPI - Percentage of planned high-risk events covered by a written operational plan. Target: 100% coverage by 2027 - Percentage of EMPU personnel trained in emergency planning. Target: 100% of relevant staff trained by the end of 2028 - Number of identified critical infrastructure and vulnerable sites entered into the emergency planning system. Target: Full identification and mapping by 2029; ongoing annual updates. - Percentage of operational emergency response plans reviewed annually. Target: 100% by 2027 and sustained annually
Key Results (KR) Objective 1. Build and implement emergency management capacity - KR1: Establish the Emergency Management and Planning Unit (EMPU) and complete baseline risk assessment by Q4 2026 Objective 2. Increase operational readiness and interoperability for high-risk incidents - KR2: Train 100% of EMPU and specialized personnel in emergency protocols by end of 2028 (Training Unit) - KR3: Participate in full-scale joint emergency exercises annually by 2026 Objective 3. Improve data-informed planning and situational awareness - KR4: Explore predictive analytics or AI tools into response planning tasks by 2029

- KR5: Support and assist full mapping of critical infrastructure and risk zones into Emergency Management system
- Objective 4. Ensure continuous evaluation and adaptive learning post-incident*
- KR6: Update 100% of emergency response plans annually
 - KR7: Conduct annual post-incident and post-exercise reviews with interagency partners beginning in 2026

7. Resources

Resources Available
Existing specialized units (ETU, K9, Marine, etc.) Current mutual aid agreements Preliminary emergency protocols Training Unit

8. NRPS Team Involved

Team
EMPU Staff, Specialized Unit Leads (ETU, K9, EDU, Marine, Negotiators), Training Unit

9. External collaborators

Organization / Entity
Niagara Region, EMS, Fire Services, Municipal Emergency Managers, Public Health, Emergency Management Ontario, NGOs (e.g., Red Cross), Provincial Emergency Operations Centre

10. Risk Identification

Risk	Mitigation Strategy
Staff shortages during concurrent emergencies	Establish cross-trained reserve teams and mutual aid protocols; automate deployment alerts.
Delays in interagency coordination or plan updates	Assign dedicated interagency liaisons; participate in joint tabletop and full-scale exercises annually.
Lack of public understanding or trust during emergency responses	Support Regional Emergency Management's ongoing public education campaigns about emergency protocols.

Technology limitations or failure during critical events	Maintain offline-ready backup systems (hard copy plans, radio comms).
Incomplete data for infrastructure or threat mapping	Partner with municipal and provincial planners to access asset databases; leverage drones and AI to supplement mapping.

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Specialized Emergency Management and Deployment Optimization
Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Strengthen coordination, readiness, and evidence-informed deployment of specialized emergency units
Action Plan:	Specialized Emergency Management and Deployment Optimization Strategy

2. Scope

Improve the strategic deployment, training, and evaluation of specialized emergency response units (K9, Marine, Emergency Task Unit, Explosives Disposal Unit, Negotiators) using evidence-based practices. This includes standardizing protocols, enhancing interoperability, scenario-based training, readiness modelling, and performance measurement for high-risk, low-frequency events.

3. Activities for consideration

Activities
• Conduct a capabilities and utilization review across Emergency Management Unit Partners, including deployment frequency, training compliance, and incident outcomes (Insp. Emergency Operations / Corp Strategy and Innovation) • Create standardized Joint Operating Procedures (JOPs) across Emergency Services Units and external partners when applicable • Deliver annual scenario-based training exercises (e.g., mass casualty, barricaded persons, bomb threats, critical infrastructure attacks, marine rescues) • Modernize equipment and vehicle mobility (e.g., specialized equipment, marine vessels, K9 tracking systems, explosive containment units) • Continue to conduct post-incident review protocols using evidence-based policing methods and after-action reporting • Continue to conduct performance metrics and lessons learned into ongoing training and strategic plans

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Operational Services
Responsible:	Superintendent of Emergency Services
Lead:	Inspector of Emergency Operations

5. Deliverables

Deliverable	Due Date
- Specialized Unit Capability and Utilization Review completed - Baseline ESU JOPs and deployment protocols drafted - Two multi-agency scenario exercises completed - Identify different community partners for completing additional scenario exercises - Initial equipment modernization plan implemented	2027
90% of specialized unit staff trained in updated JOPs - Post-incident review framework active and applied	2028
- Annual report published on readiness indicators and operational performance - Incident Command framework staffing and readiness completed	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Targets represent long-term readiness and coordination goals. Annual progress may vary due to the frequency and nature of emergencies, partner participation, and resource availability.
KPI - Percentage of incidents involving Emergency Services Units that follow Joint Operating Procedures (JOPs). Target: Achieve 95% JOP compliance rate by 2029 - Number of joint scenario-based training exercises conducted annually. Target: 2 per year starting 2027 - Percentage of high-risk incidents reviewed using post-incident evaluation tools. Target: 100% by 2028 - Completion rate of after-action learning recommendations. Target: 90% of recommendations implemented within one year of review

Key Results (KR)

Objective 1. Standardize and optimize deployment protocols for Emergency Services Units

- KR1: Finalize baseline JOPs for all Emergency Services Units by Q4 2026

Objective 2. Enhance specialized unit readiness through integrated training and performance review

- KR2: Deliver two joint scenario-based training exercises per year beginning in 2027
- KR3: Train 90% of specialized unit personnel in updated JOPs and readiness protocols by Q4 2028
- KR4: Implement post-incident review protocols across all units by 2028

Objective 3. Modernize equipment and evaluate operational effectiveness

- KR5: Complete equipment modernization cycle by 2029
- KR6: Publish annual report on unit performance by end of 2029

7. Resources

Resources Available

- Existing specialized teams and operational leads
- Current training infrastructure
- Shared equipment and vehicles
- Existing coordination protocols (informal)

8. NRPS Team Involved

Team

Emergency Services Unit, Training Unit, Crime Analytics, Emergency Management Unit

9. External collaborators

Organization / Entity

EMS, Fire Services, Ontario Tactical Advisory Board, the Ontario Police College, Municipal Emergency Services, Public Health (for large-scale/biological threats), Ministry of the Solicitor General.

10. Risk Identification

Risk	Mitigation Strategy
Underutilization or overextension of specialized resources	During annual budget cycle improve alignment with actual needs; cross-train units to expand operational flexibility.
Gaps in inter-unit communication during high-stress incidents	Maintain a shared communications platform and radio protocols; conduct integrated command simulations; and maintain a clear command hierarchy under the Incident Command Framework.
Delayed modernization of equipment	Develop a multi-year capital replacement schedule; prioritize mission-critical tools; leverage grants and provincial/federal funding streams.
Limited capacity for frequent training due to operational demands	Embed training into operational cycles; adopt modular and prioritize time for scenario-based exercises.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Youth Safety and Engagement Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Expand prevention and engagement for at-risk youth through culturally safe, dignity-based programs
Action Plan:	Youth Safety and Engagement Strategy

2. Scope

Implement a coordinated, trauma-informed and culturally safe approach to early intervention, diversion, and outreach for at-risk youth. The strategy integrates school-based prevention, co-response and wrap-around supports (CORE/MCRRT and partners), Extra-Judicial Measures (EJM) guidance for eligible youth, and youth-focused public education. Efforts prioritize dignity, and decrease escalation into the justice system, with partners across health, education, housing, and social services.

3. Activities for consideration

Activity
Youth Prevention and School-Based Interventions • Co-design and pilot school-based prevention modules with District School Boards (such as crime prevention and awareness modules). • Publish and promote the Extra Judicial Measures (EJM) Guide with frontline quick references; monitor uptake (output: EJM SharePoint guide + usage analytics). Enhanced Crisis Response and Outreach • Develop a warm handoff process from frontline/youth crisis response to community agencies (output: documented referral pathway + partner agreements). Training and Professional Development • Source or develop micro-training modules on neurodiversity, trauma-informed care, and harm reduction (output: training package + completion reports). • Integrate cultural humility and stigma-awareness learning into annual in-service and leadership training (output: updated training curriculum + evaluation forms).

Activity
Evaluation and Collaboration • Maintain a Youth Safety Dashboard tracking repeat contacts, EJM usage, diversions, and youth trust index (output: quarterly dashboard updates). • Lead or join collaborative grant applications and data-sharing projects with youth-serving agencies (output: funding applications + joint reports). Youth In Policing Initiative • Expand Youth in Policing Initiative (YIPI) placements to provide job skills, mentorship, and meaningful engagement opportunities (output: annual YIPI intake + skills development report). • Integrate YIPI graduates into NRPS youth engagement activities (output: alumni participation tracker).

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	Inspector 2 District

5. Deliverables

Deliverable	Due Date
• Assess and report on opportunities for school-based youth engagement programs (Q1) • Continue with the Youth NRPS Citizens Police Academy (Q2)	2026
• Generate a guide or training bulleting about the use of Extra Judicial Measures for first time youth offenders (Q1)	2027
• Expand School Programs in cooperation with District School Boards (contingent on School Board allowance) (Q3)	2028
• Explore school programs and collaboration opportunities	2029

6. Performance Indicators

Indicators (Measure) - Value (Target)
(Baseline will be established in 2026 for all below) 1. Percentage of youth criminal violations diverted to Extra Judicial Measures (EJM). Target: Increase by 5% annually.

2. Number of referrals to Extra Judicial Measures. Target: Increase year-over-year.
3. Number of school-based prevention presentations initiated with District School Boards. Target: At least 2 presentation by 2028.
4. Number of repeat crisis calls involving youth (mental health/substance use). Target: Reduce by 10% by 2028.
5. Youth crime rate (per 100,000 youth population). Target: Reduce by 2% annually.
6. Youth Citizens Police Academy participation. Target: At least 50 participants by the end of 2029.
7. Continue with similar number of Youth in Policing Initiative (YIPI) participants.

Key Results

Objective 1: Strengthen youth prevention and diversion pathways

KR1: Publish and implement an Extra Judicial Measures (EJM) Guide for frontline officers by Q2 2027.

KR2: Increase the proportion of youth criminal violations referred to EJM by +5% annually.

KR3: Establish at least 2 new school-based prevention presentations with District School Boards by 2028.

KR4: Reduce youth crime rate by 2% annually.

Objective 3: Build youth trust and engagement with police

KR8: Sustain a Youth Citizens Police Academy with at least 25 participants per year by 2029.

KR9: Sustain the Youth in Policing Initiative (YIPI) placements.

7. Resources

Resources Available

CORE, MCRRT, Training Unit, Victim Services, Corporate Communications

8. NRPS Team Involved

Team

S/Sgt Community Engagement, CORE Unit, Missing Persons Coordinator, Crime Analysis Manager, Corporate Communications Manager

9. External collaborators

Organization / Entity

Community Partners, Indigenous orgs, school boards, multicultural councils, shelters, youth-serving agencies, mental health and addiction services

10. Risk Identification

Risk	Mitigation Strategy
Community skepticism or distrust	Foster strong relationships with community partners.
Overpromising/Underdelivering	Conduct evaluations to determine realistic and achievable results

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

- Niagara's Community Safety and Well-Being Plan
- Niagara Region Road Safety Strategic Plan

Niagara Regional Police Service
Action Plan: Road and Public Space Safety Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Enhance road and public space safety through data-driven enforcement, infrastructure improvements, and community education.
Action Plan:	Road and Public Space Safety Strategy

2. Scope

In collaboration with the Region and municipalities, this action plan focuses on enhancing safety in public spaces and on roads through a data-driven, collaborative approach. It includes enhancing strategic, evidence-based enforcement in high-risk areas, improving infrastructure with municipal partners, and increasing public awareness around road safety behaviors and bylaw compliance. This plan integrates data analytics, inter-agency collaboration, and community engagement to create safer roads and public spaces while maintaining public trust.

The focus of this strategy is on prevention, education, and safer community design, enforcement remains one component within a broader harm-reduction approach

3. Activities for consideration

Activity (Responsible)
Data-Driven Enforcement and Analytics Deploy Data-Driven Traffic Enforcement. Responsible: District Commanders, Traffic Unit, Corporate Strategy and Innovation, Corporate Communications 1. Use heatmaps and analytics to identify high-collision zones (e.g., using maps provided by the Region and Municipalities) 2. Implement targeted enforcement campaigns (e.g., school zones, speeding corridors) 3. Increase visible presence and proactive engagement in pedestrian-heavy and high-collision areas 4. Develop and pilot a traffic strategy dashboard including top traffic offenders, most frequently involved vehicles, and repeated suspended drivers

Activity (Responsible)
Infrastructure and Partnership Enhancements Partner for Infrastructure Improvements. Responsible: District Commanders, Traffic Unit, Corporate Strategy and Innovation 5. Work with regional and municipal planners to advise traffic safety measures (e.g., the installation of speed cameras, signage, and calming designs) 6. Support safety audits in redevelopment projects (transit hubs, nightlife areas) Community Engagement and Prevention Community Awareness and Prevention Campaigns. Responsible: Corporate Communications, District Commanders, Traffic Unit, Corporate Strategy and Innovation 7. Evaluate demographic trends to develop accessible public education and awareness campaigns on impaired driving, pedestrian safety, motorcycle safety, and distracted driving

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	S/Sgt Traffic Management and Road Safety

5. Deliverables

Deliverable	Due Date
• Publish internal speed and traffic violation heatmap using PON and collision data (Q2) • Conduct two targeted school zone enforcement blitzes with municipal and school board partners (Q2) • Develop and pilot a traffic strategy dashboard including top traffic offenders, most frequently involved vehicles and repeated suspended drivers. (Q1)	2026
• Benchmark pedestrian and cyclist injury rates by zone for evaluation and trend monitoring	2028

6. Performance Indicators

Indicators (Measure) / Value (Target) Performance measures are intended to track improvements in safety and awareness, not enforcement volume. Annual fluctuations in enforcement activity or collision rates may reflect factors such as population growth, seasonal variation, infrastructure changes, or public education outcomes.
KPIs • # of speeding and aggressive driving enforcement events: Increase by ≥5% annually; Baseline: 2026. • Continue the # of R.I.D.E. initiatives • Year-over-year Monitor the number of Provincial Offence Notices issued to assess deterrence and enforcement effectiveness (Target: ≥5% annual growth; Baseline: 2026) • Track top 10 high-violation locations and repeat license plates: Publish annual report by 2027; Baseline: 2026. • % of injury/fatal collisions involving impairment: ≤5% by 2029; Baseline: 2026. • % of collisions involving impairment: Reduce by 3% annually; Baseline: 2026. • Number of pedestrian/cyclist participating in the safety campaign. Target, increase 20% by 2029; Baseline: 2026. • % of citizens reporting feeling safe in key public spaces: ≥80% by 2029; Baseline: 2026. • # of public education campaign engagements: Reach 10,000 residents by 2029; Baseline: 2026.
Key Results (KR) • KR1: Achieve a 20% reduction in high-risk intersections collisions by 2029 • KR2: Launch 3 new public space patrol programs in identified hotspots by 2027 • KR3: Reach at least 10,000 residents through road safety campaigns by 2028 • KR4: Identify and track the top 10 high-violation locations and repeat license plates annually starting in 2026 • KR5: Maintain data-informed enforcement levels in identified high-risk areas, ensuring annual evaluation of deterrence impact. Determine baseline in 2026 • KR6: Achieve at least five high-visibility initiatives at high-collision intersections by 2029

7. Resources

Resources Available
Traffic unit staff, frontline patrol, data analytics

8. NRPS Team Involved

Team
District Commanders, Collision Reconstruction Unit, Corporate Strategy and Innovation, Corporate Communications

9. External collaborators

Organization / Entity
• Collision Reporting Centre • Region and municipal traffic planners • School Boards and parent councils • MTO and local public works • Media and youth organizations for campaigns

10. Risk Identification

Risk	Mitigation Strategy
Public backlash to enforcement	Combine with awareness campaigns and transparent reporting
Inter-agency coordination delays	Sign MOU and plan joint reviews early
Technology limitations for analysis	Invest in GIS and mobility analytics tools
Foot patrols diverted due to emergencies	Pilot project to supplement with volunteer auxiliary or seasonal support (Auxiliary must be accompanied with sworn member during patrols)

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Niagara Region Road Safety Strategic Plan -

<https://www.niagararegion.ca/living/roads/pdf/road-safety-strategic-plan.pdf>

Niagara Regional Police Service
Action Plan: Integrated Mental Health and Addictions Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Expand early intervention and prevention for vulnerable populations through integrated mental health, addictions, and community-based supports and partnerships.
Action Plan:	Integrated Mental Health and Addictions Strategy

2. Scope

Deliver a coordinated, trauma-informed approach to early intervention for individuals at risk due to mental health concerns, addictions, or social isolation. The strategy emphasizes proactive outreach, co-response (e.g., health professionals and community partners) and culturally appropriate engagement with diverse populations. Prevention is embedded into frontline policing and school-based interactions, ensuring supports are accessible before crises escalate. The approach strengthens partnerships with health and social agencies, prioritizes dignity-based responses, and reduces unnecessary system entry and escalation.

3. Activities for consideration

Activity
1. Enhanced Crisis Response and Outreach • Assess and determine the optimal deployments for COAST and MCRRT Programs (Contingent to CMHA ability to provide staffing and obtain funding) • Evaluate the potential impact of integrating alternate response models to 911 calls involving mental health and addiction (e.g., peer support workers and plainclothes clinicians or health professionals into response teams) • Continue the work of mobile units to support high-demand neighborhoods and after-hours needs • Continue with the deployment of public space outreach teams such as CORE, COAST, and MCRRT • Continue partnership at Niagara situation tables to bring forward situations with acutely elevated risk including mental health and/or addiction • Continue to engage encampments and transit hubs using harm-reduction and dignity-based approaches

Activity
3. 911 Mental Health and Addictions Triage Protocol • Continue to train dispatchers on triage criteria and referral options • Expand the diversion of non-urgent calls to health and social service agencies where appropriate • Continue to monitor the impact on frontline workload and service quality 4. Shared Case Management and System Coordination • Explore potential opportunities to support information-sharing processes with partner agencies • Track follow-up efforts, outcomes, and needs across systems 5. Evaluation and Collaboration • Monitor repeat contacts, diversions, and community satisfaction • Implement a dashboard to track complex entities, to analyze emerging trends and inform deployment decisions. • Collaborate with community agencies, regional partners, in grant applications and data analyses (i.e., aggregate, high level data) to inform program and service development.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	Inspector 2 District

5. Deliverables

Deliverable	Due Date
• Assess demand for mobile crisis response unit, and provide analytics to assist with deployment decisions (Q3) • Knowledge sharing sessions (Lunch-and-Learn) between Communications Unit and MCRRT teams for enhancing mental health and addictions triage protocols – 2 Sessions by end of year. (Q4)	2026
• Implement a dashboard to track complex entities, to analyze emerging trends and inform deployment decisions (Q2)	2027

Explore potential expansion of MCRRT coverage to all districts across the region	2028
Achieve a 30% reduction (from 2026) in repeat mental health-related police contacts (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Performance indicators reflect long-term system improvements and collaboration outcomes rather than police-only performance. Annual fluctuations in diversion rates or apprehensions may result from broader health-system capacity, legislation, or reporting changes. All data shared publicly will be aggregated and privacy protected.
Key Performance Indicators (KPIs) % of non-urgent mental health and addictions calls diverted from police to health or social services; target: divert at least 30% of eligible calls by 2029; baseline to be established in 2026. - Repeat contact rate for individuals with police-related mental health or addictions interactions (12-month tracking); target: reduce repeat contact rate by 30% by 2029; baseline to be established in 2026. # of mental health apprehensions under the Mental Health Act; target: monitor annually and reduce growth trend through diversion strategies; baseline: +46% increase noted from 2017–2022, updated baseline to be established in 2026.
Key Results - KR1: Divert at least 30% of eligible non-urgent mental health and addictions calls from police to health or social services by 2029; baseline to be established in 2026. - KR2: Achieve a 30% reduction in repeat mental health-related police contacts by 2029; baseline to be established in 2026.

7. Resources

Resources Available
CORE, COAST and MCRRT Members

8. NRPS Team Involved

Team
MCRRT and COAST units, Youth Engagement Team, Crime Analysis Manager, Corporate Strategy and Innovation, Corporate Communications Manager.

9. External collaborators

Organization / Entity
Community Safety and Well-Being Plan partners Local Public Health Units School Boards Youth agencies Indigenous Organizations CMHA, shelters, addiction services Peer support networks Hospitals and mental health crisis units

10. Risk Identification

Risk	Mitigation Strategy
Confusion on role clarity between police and health partners	Discuss and define clear roles and accountability structures between police and partners
Information sharing across systems may face legal constraints	Establish data-sharing agreements vetted by legal counsel. Use aggregate/high-level data for analysis. Implement secure, role-based access protocols and ensure compliance training for staff.
Community partner capacity limits	Phase expansion of programs based on partner readiness. Pursue joint grant opportunities and advocate for provincial/federal funding to address capacity gaps. Leverage virtual supports and prioritize high-need districts when resources are limited.

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Community Safety and Well-Being Plan: niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

Niagara Regional Police Service
Action Plan: Public Trust and Transparency Communications Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Increase public trust in NRPS by ensuring communications are transparent, accessible, and reflective of community needs
Action Plan:	Public Trust and Transparency Communications Strategy

2. Scope

This integrated strategy strengthens NRPS communications through a coordinated approach across digital platforms, internal systems, public education, media relations, and accessibility standards. It also includes civic literacy efforts, 911 education, and storytelling to enhance community understanding of policing, build trust, and support proactive engagement.

3. Activities for consideration

Activity
Digital Modernization - Redesigned NRPS website includes multilingual content and 3 public-facing dashboards by Q4 2026 - Expand social media strategy: multilingual campaigns Public Education Campaigns - Know Your Rights and Responsibilities Campaign: Workshops and videos on police interactions, with particular emphasis on procedural justice. 911 Awareness Campaign: What to expect, appropriate usage, and alternative services - Collaborate with schools, shelters, legal clinics, and newcomer agencies for outreach (EDI and CORE) NRPS Citizens Police Academy - Expand enrollment and promotion of the program - Publish videos and testimonials to increase visibility and trust Community Storytelling and Advisory Input - Launch video series with officer and partner spotlights - Train Command and supervisors on media/crisis communication Inclusive and Accessible Communication Tools - Continue to apply AODA and plain language standards

- Continue to include cultural observances and trauma-informed framing in public content

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Executive Officer, Chief of Police
Lead:	Corporate Communications Manager

5. Deliverables

Deliverable	Due Date
Redesigned and launch NRPS website (Q1) 911 awareness materials released (Q2) Crisis communication Standard Operating Procedures finalized (Q4)	2026
First “Know Your Rights” campaign completed (Q3)	2027
Video storytelling series launched (Q2)	2028
Public trust survey conducted (Q1)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Note: Communication metrics track accessibility, reach, and engagement, not approval or sentiment. Year-to-year changes may reflect shifts in technology use, population growth, or major community events. All results will inform continuous improvement of NRPS communication practices.
• Number of Citizens Academy participants (including % from diverse groups); Target: increase enrollment annually; Baseline: 2026 • Website engagement (unique visits, page views, accessibility compliance score); Target: +10% annually; Baseline: 2026 • Social media engagement (shares, comments, impressions across all platforms); Target: +15% annually; Baseline: 2026 • Number of campaign attendees and video views (911, Know Your Rights, storytelling series); Target: reach 100,000+ residents annually by 2028; Baseline: 2026

Proportion of supervisors and Command Team trained on media/crisis communications; Target: 90% by 2028; Baseline: 2026
Key Results: KR1: Launch redesigned NRPS website with multilingual content and dashboards by Q1 2026. KR2: Achieve 10% annual growth in website and social media engagement from 2026–2029. KR3. Reach 100,000+ residents annually with public education campaigns by end of 2028 (measured via event attendance, video views, and impressions) KR4. Increase public trust in NRPS communications by 15% by 2029 (baseline: 2026 Community Satisfaction Survey) KR5. Train 90% of supervisors and Command staff on media/crisis communications by Q4 2029

7. Resources

Resources Available
Corporate Communications Technician, Corporate Communications Specialist, Social Media Specialist, Corporate Communications Manager, Media Relations Officer (2)

8. NRPS Team Involved

Team
Superintendents, Directors, Deputy Chiefs, CORE, EDI Unit, Training Unit, and Video Unit

9. External collaborators

Organization / Entity
- Chief of Police Community Inclusion Council - Parks Police - Municipalities and Niagara Region - Victim Services Niagara - Other community agencies as appropriate

10. Risk Identification

Risk	Mitigation Strategy
Digital access barriers	Offer printed, radio, and in-person education materials

Low participation in workshops	Collaborate with trusted community groups for outreach
Misinformation or online hostility	Moderate content, provide official FAQs, engage in corrective messaging
Message fatigue (internal and external)	Rotate themes, personalize content, focus on high-impact campaigns
Capacity limitations	Use volunteers, and contract support for peak periods

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Diversity and Inclusion Strategy

1. Identification

Key Priority:	Diversity and Inclusion
Objective:	Advance and embed Reconciliation, Equity, Diversity, Inclusion, and Accessibility across NRPS policies, leadership, workforce practices, and community engagement to strengthen fairness, representation, and public trust.
Action Plan:	Diversity and Inclusion Strategy

2. Scope

This action plan turns the Niagara Regional Police Service's commitment to Reconciliation, Equity, Diversity, Inclusion, and Accessibility into measurable, organization-wide change. It embeds these principles into every layer of the Service, from hiring and training to policy design, community engagement, and technology, thereby ensuring fair, culturally safe, and accessible policing for all. Over the next four years, the plan will strengthen workforce diversity, expand cultural-safety and anti-racism training to every member, while modernizing policies and systems through a Reconciliation, Equity, Diversity, Inclusion, and Accessibility audit, to improve accessibility across facilities and digital platforms.

The strategy moves beyond awareness towards action. It aims to foster workforce representation reflecting Niagara's population, ensuring that supervisors and leaders are accountable for inclusive practices, and deepen partnerships with Indigenous, newcomer, faith, 2SLGBTQQIA+, and disability-advocacy communities. The Diversity and Inclusion Strategy integrates lived experience and community feedback into decision-making, maintaining open advisory tables, and publishing annual progress through the Strategic Plan dashboard. Through this action plan, the NRPS will continue to build a Service that is representative, equitable, and trusted across Niagara's diverse communities.

3. Activities for consideration

Activity
Inclusive and Diverse Workforce • Maintain the confidential self-identification process at onboarding to inform workforce analytics and planning. • Expand recruitment outreach targeting diverse groups, including Indigenous and newcomer communities. • Conduct an organizational audit to identify systemic barriers in hiring, promotion, and retention.

Activity
• Partner with community ambassadors and associations (e.g., OWLE, ABLE, Serving with Pride). • Recognize members who demonstrate leadership in advancing equity and inclusion. Inclusive Culture and Training • Deliver tiered training programs to all members, supervisors and executive leadership, including topics such as: foundational diversity and inclusion, cultural-safety, bias awareness, inclusive-leadership, among others. • Co-develop community-led scenario training with Indigenous and newcomer groups. • Incorporate accessibility, gender-based analysis (GBA+), and digital inclusion into annual training. • Launch a leadership and inclusion seminar series for senior command. Policy, Systems, and Accountability • Review HR and operational policies through a diversity, inclusion, and GBA+ lens. • Continue with the organizational audit. • Embed equity impact assessments in all new or revised policies. • Integrate accessibility standards into modernization projects (e-Notes, digital disclosure, online reporting). Community Partnerships and Trust • Expand the Chief's Community Inclusion Council (CCIC) with diverse and Indigenous representation. • Ensure representation of all districts on Continuous Improvement Committee. • Expand liaison-officer representation across all districts. • Provide multilingual, plain-language resources on rights, services, and complaint processes. • Address any systemic racism issues that might exist within NRPS • Partner with Brock University and Niagara College to engage post-secondary students. • Continue hate-crime prevention and awareness campaigns. • Initiate a hate-crime liaison position to ensure consistent intake and engagement. Continuous Learning and Cultural Awareness • Maintain Indigenous learning circles, lunch-and-learns, and cross-cultural workshops, inclusive of diverse topics (i.e., understanding disabilities, diverse backgrounds, and cultural heritage) • Introduce storytelling campaigns highlighting staff and community success stories. • Integrate diversity and inclusion content into leadership and mentorship programs.

Activity
• Offer short, accessible e-learning refreshers (“micro-modules”) for ongoing learning. Accessibility and AODA Compliance • Continue to complete AODA compliance audits in collaboration with the Region. • Continue to train staff on inclusive communication and accessible customer service. • Ensure all modernization projects meet digital-inclusion standards. • Report annually on accessibility progress through the Strategic Plan dashboard.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief Community Services
Lead:	Superintendent Community Services

5. Deliverables

Deliverable	Due Date
Explore options for additional training modules, co-developed cultural safety, and reconciliation with Indigenous, faith-based partners and diverse groups. Enhance the liaison officers’ program across NRPS. Complete a baseline and an organizational audit to determine disproportionalities in police interactions with members of racialized communities Launch Continuous Learning Program (Lunch and Learns, Indigenous Circles, disability and faith awareness workshops).	2026
Implement cultural safety and anti-racism training for frontline and civilian staff, with tiered delivery for supervisors and leadership. Distribute multilingual, culturally relevant resources on services, rights, and complaint processes. Launch Continuous Learning Program (Lunch and Learns, Indigenous Circles, disability and faith awareness workshops). Embed accessibility, GBA+, and digital inclusion principles into annual training and policy reviews to ensure HR and operational practices reflect Diversity and Inclusion goals.	2027

Deliverable	Due Date
Publish findings from the Organizational EDI Audit and continue implementing at least three policy changes addressing systemic barriers in hiring, engagement, or operational procedures. Integrate accessibility standards into at least three modernization initiatives (e.g., e-Notes, digital disclosure, online reporting). Analyze police interactions with the public and determine the driving factors to ensure fairness and equity towards all members of the community. Expand liaison program and advisory networks, ensuring stronger participation in hate-crime support, outreach, and feedback loops.	2028
Expand cultural safety training coverage and liaison officer representation across all districts. Achieve $\geq 80\%$ satisfaction scores among diverse groups and community partners in trust and safety surveys. Reach $\geq 90\%$ compliance with AODA requirements across facilities and digital platforms.	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPI • % of staff who self-identify as part of diverse groups (baseline to be established in 2026). • Train all active members in Diversity and Inclusion, and cultural-safety modules by 2027. • ≥ 4 active liaison officers by 2029. • Community partner trust and satisfaction $\geq 80\%$ by 2029 (baseline established 2026).
Objective 1: Build an Inclusive and Diverse Workforce • KR1.1 Deliver cultural safety and anti-racism training to all active members by 2027. Objective 2: Strengthen Representation and Community Connection • KR2.1 Establish and maintain at least 4 liaison officers by 2029. Objective 3: Reform Systems and Policies for Equity • KR3.1 Publish EDI audit findings by end of 2027. Objective 4: Enhance Community Trust and Satisfaction • KR4.1 Increase community partner satisfaction with NRPS service and engagement to $\geq 80\%$ by 2029 (baseline established 2026).

Indicators (Measure) / Value (Target)
• KR4.2 Demonstrate year-over-year improvement in trust scores. • KR4.3 By 2029, analyze police interactions (e.g., use-of-force and arrests) by perceived race, to identify and address potential disproportionalities if observed. Objective 5: Advance Accessibility and Compliance • KR5.2 Ensure annual public reporting of accessibility and EDI progress through the Strategic Plan public website starting 2027.

7. Resources

Resources Available
EDI Internal Network, EDI Specialist, Corporate Communications, Training Branch

8. NRPS Team Involved

Team
Equity, Diversity and Inclusion Specialist, Training Branch

9. External collaborators

Organization / Entity
• Indigenous Friendship Centres • Local immigration and settlement services • Faith groups and cultural association • Diverse community groups

10. Risk Identification

Risk	Mitigation Strategy
Limited internal awareness or buy-in	Engage supervisors as early champions
Tokenism or superficial engagement	Co-create from the start, with decision-making influence
Staff burnout or backlash during cultural change	Provide safe learning space and peer-led training
Advisory fatigue among community partners	Provide honoraria, clarity of role, and visible impact

11. Version Control

Date Modified:	October 20, 2025

12. Relevant Documents and Appendices

- Niagara Region - Diversity, Equity and Inclusion: Action Plan 2023- 2027. niagararegion.ca/about/inclusive-communities/pdf/dei-action-plan.pdf
- Indigenous Justice Strategy - https://www.justice.gc.ca/eng/csj-sjc/ijr-dja/ijs-sja/tijs-lsja/pdf/IJS_EN.pdf
- 2024-2025 Diversity Plan of the Niagara Regional Police Service - <https://pub-niagarapolice.escribemeetings.com/filestream.ashx?DocumentId=2532>
- Niagara's Community Safety and Well-Being Plan
- Relevant General Orders, particularly those concerning Equal Opportunity (GO-083.08), Diverse Communities (GO-106.09), and the Respectful Workplace Policy (GO-104.13).
- Gender-based Analysis Plus (GBA Plus) - Canada.ca <https://www.canada.ca/en/women-gender-equality/gender-based-analysis-plus.html>
- Whittingham L (2025), "Programmes promoted on police service websites to safeguard autistic individuals in Ontario, Canada: an inductive content analysis". Policing: An International Journal, Vol. 48 No. 1 pp. 157–174, doi: <https://doi.org/10.1108/PIJPSM-06-2024-0096>

Niagara Regional Police Service
Action Plan: Community-Informed Identity Data and Accountability

1. Identification

Key Priority:	Diversity and Inclusion
Objective:	Build trust and strengthen equity in policing by co-developing a respectful and community-informed approach to collecting, reporting, and learning from Indigenous and racialized identity data. Ensure that identity data informs practice, improves services, and reflects the experiences of those we serve
Action Plan:	Community-Informed Identity Data and Accountability

2. Scope

This action plan ensures that the Niagara Regional Police Service implements national identity data standards (UCR 2.5) responsibly, in alignment with Statistics Canada recommendations and in compliance with legislative and regulatory requirements under the Community Safety and Policing Act and related provincial directives. While participation in UCR identity-based data collection remains optional at this time, NRPS is taking a proactive leadership role in the implementation of these standards to gather meaningful data on the lived realities of Indigenous, and racialized persons in their interactions with police. The plan emphasizes five operational guidelines: community engagement, legislative and regulatory, education and awareness, data standards, data analysis and dissemination. Together, these operational guidelines, facilitate the ethical use of identity data to improve equity, accountability, and service outcomes, not merely for compliance, but to enhance fairness, reconciliation, and public trust. The overarching purpose is to ensure that affected communities are active partners in how identity information is collected, interpreted, and applied to strengthen equitable policing and community confidence.

3. Activities

Activity
Community Engagement • Host consultation sessions in partnership with community leaders and organizations to consult how identity data will be collected, governed, safeguarded, and reported. • Establish a joint NRPS, community advisory process to guide oversight and ensure transparency. Data standards, Data analysis, and dissemination • Develop and deliver training for frontline and civilian staff on respectful and trauma-informed approaches to identity data collection.

Activity
• Include scenarios, community-led workshops, and clear guidance on self-identification vs. officer perception. Legislative and regulatory • Develop internal policies to operationalize UCR 2.5 standards in a way that protects privacy, ensures consent, and prevents misuse of data. • Develop plain-language educational materials explaining how identity data is collected and safeguarded.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief Support Services
Lead:	Superintendent Operational Support and Projects

5. Deliverables

Deliverable	Due Date
• Design and complete community consultation sessions and co-develop a framework for identity data collection. • Develop and pilot members training on culturally safe data collection. • Establish a Data Advisory Group to inform governance and reporting.	2026
• Develop an implementation framework aligning with Statistics Canada's UCR 2.5 identity data standards and legislative and regulatory requirements under the Community Safety and Policing Act. • Launch a pilot program to collect Indigenous and racialized identity data in selected districts, in partnership with community representatives and advisory groups. • Publish the first Community Representation and Identity Data Report, presenting baseline findings and recommendations for service improvement. • Train active members on culturally safe and identity data practices. • Conduct a pilot evaluation and prepare recommendations for future Service-wide implementation.	2027

Deliverable	Due Date
- Expand identity data collection service-wide. - Integrate identity data findings into organizational practices (e.g., recruitment, hate crime response, training).	2028
- Achieve compliance with projected national standards for identity data collection. - Ensure $\geq 80\%$ of community partners report satisfaction with trust, transparency, and accountability in how data is collected and used. - Publish an annual a Community Representation and Identity Data Report demonstrating service improvements informed by data.	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Targets represent long-term improvement goals. Year-over-year variation may reflect changes in community participation, national standards, and data availability rather than performance declines. All data reported publicly will be aggregated, de-identified, and co-developed with community partners to ensure context and transparency.
% of members trained in culturally safe identity data collection practices, <i>new process</i>. # of consultation sessions and advisory meetings held with Indigenous and racialized communities. % compliance with UCR 2.5 standards. - Community trust and satisfaction score related to identity data (target $\geq 80\%$ by 2029).
Objective 1: Ensure respectful and trauma-informed data collection - KR1.1 Train all active frontline and civilian members by 2029. Objective 2: Establish shared data governance and accountability - KR2.1 Form an Identity Data Advisory Group by 2026. - KR2.2 Publish a report by 2029. Objective 3: Use identity data to inform practice and build trust - KR3.1 Integrate identity data into NRPS practices by 2028. - KR3.2 Increase community partner satisfaction in advisory surveys by 2029 (baseline will be established in 2026).

7. Resources

Resources Available
Records and Information Management Unit, EDI Specialist, Community Services, Corporate Communications, Policy and Risk

8. NRPS Team Involved

Team
• IT and Record and Information Management Unit • Equity, Diversity and Inclusion Specialist • Training Branch • Community Services • Policy and Risk

9. External collaborators

Organization / Entity
Indigenous communities and knowledge keepers, African Canadian community leaders, newcomer services, EDI consultants, Human Rights legal experts, academic partners and relevant community organizations.

10. Risk Identification

Risk	Mitigation Strategy
Community mistrust or perception of data misuse	Co-develop governance, contextualize reports, and ensure transparency
Staff discomfort or errors in data collection	Deliver scenario-based, community-led training and ongoing refreshers.
Data misrepresentation without context	Publish reports with community interpretation and narrative, not just raw statistics.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

NRPS Diversity Plan 2025-2026 - <https://pub-niagarapolice.escribemeetings.com/filestream.ashx?DocumentId=2532>

Indigenous Justice Strategy - justice.gc.ca/eng/csj-sjc/ijr-dja/ijs-sja/tijs-lsja/pdf/IJS_EN.pdf

Niagara's Community Safety and Well-Being Plan - niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

July 2025. Collection and reporting of Indigenous and racialized identity information through the Uniform Crime Reporting Survey: Operational guidelines for Canadian police services. Canadian Centre for Justice and Community Safety Statistics.
https://www.statcan.gc.ca/en/statistical-programs/document/3302_D1_V1

June 30, 2025. Report and final recommendations: Police-reported Indigenous and racialized identity data through the Uniform Crime Reporting Survey. Canadian Centre for Justice and Community Safety Statistics.
<https://www.statcan.gc.ca/en/consultation/2021/ucrs/final-report>

Niagara Regional Police Service
Action Plan: Gender-Based Violence Prevention and Support Strategy

1. Identification

Key Priority:	Diversity and Inclusion
Objective:	Prevent and respond to gender-based violence with trauma-informed, survivor-centred approaches
Action Plan:	Gender-Based Violence Prevention and Support Strategy

2. Scope

Develop a coordinated, multi-layered response to gender-based violence (GBV), including intimate partner violence, sexual violence, and violence targeting 2SLGBTQQIA+ individuals. This strategy centers on trauma-informed policing, multi-agency coordination, early intervention, cultural safety, and survivor empowerment, especially for marginalized communities.

3. Activities for consideration

Activity
Specialized GBV Training • Deliver training for members. Interagency Collaboration Framework • Maintain partnerships with local shelters, sexual assault centres, women's advocacy groups, and 2SLGBTQQIA+ organizations. • Continue partnerships for referrals and coordinated safety planning. • Integrate community policing principles and shared case management systems. GBV Case Management Strategy • Continue partnership with multi-disciplinary teams including police, healthcare, Crown prosecutors, housing, and community organizations. • Continue with a focus on complex, high-risk, or repeat GBV cases and systemic gaps. • Include lived experience experts and culturally specific organizations. • Continue proactive compliance checks on repeat high risk offenders. • Continue proactive early intervention strategy with GBV survivors. Survivor Support Guideline • Formalize a standardized survivor support guideline, including expectations, contact timelines, and referral procedures. • Ensure that the Survivor Support Guideline is contained within the relevant General Orders.

Activity
Public Awareness Campaign • Continue campaigns on healthy relationships, consent, coercive control, and available supports. • Use plain language, culturally and gender-sensitive messaging, and social media engagement. Risk Assessment Integration • Assess current trends of GBV indicators and develop meaningful and measurable performance indicators including targets. • Evaluate additional tools to include GBV-specific indicators like prior Intimate Partner Violence, stalking, and escalation signs, within existing reporting tools. • Continue to train applicable officers in dynamic risk assessment and safety planning. • Employ data analytics and data analysis to identify trends and patterns. • Evaluate alternatives for third-party reporting pathways with trained community partners (i.e., Crime Stoppers)

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Investigative Services
Lead:	Inspector Investigative Support

5. Deliverables

Deliverable	Due Date
• Evaluate alternative confidential reporting tools (e.g., SMS-based reporting platform) (Q4) • Initiate the first GBV public awareness campaign. (Q4) • Report on the deployment of proactive initiatives (Q4)	2026
• Analyze GBV trends data • Integrate updated GBV-specific risk assessment indicators into existing risk tools	2027
• Evaluate effectiveness of awareness campaign. (Q4) • Explore a third-party reporting pathway with trained community partners (i.e., Crime Stoppers) (Q4)	2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Targets reflect progress in prevention, awareness, and coordinated response. Annual variations may reflect changes in reporting, community engagement, and survivor confidence rather than increases in gender-based violence.
- Awareness and Engagement: % engagement with GBV public awareness campaigns compared to 2026 baseline, improve on a yearly basis. - Reporting and Service Access % of GBV reports referred to survivor support services within 48 hours (target: to be determined in 2026). - Increase compliance check rates: % of increase on compliance check rates on release conditions of GBV-related cases (target: to be determined in 2026). - Repeat Victimization: Reduce the number of repeat victims (Establish baseline in 2026).
Objective: Build public awareness and prevention capacity. KR1: Continue with the GBV awareness campaign by Q4 2026 and deliver annual campaign updates incorporating community feedback and engagement data. KR2: Achieve ≥50,000 verified community impressions per year across all GBV campaign platforms by 2027, measured through clicks, shares, attendance, and partner reporting systems. KR3: Co-deliver a minimum of 2 prevention and education sessions per year, with annual participation growth of at least 10% over the previous year.

7. Resources

Resources Available
- Domestic Violence Unit, Human Trafficking Unit, Sexual Assault Unit - Training Unit - Victim Services - Community Oriented Response and Engagement (CORE) Officers - Corporate Communications

8. NRPS Team Involved

Team
Victim Services, District Commanders and Frontline Officers, Intelligence Unit, Training Unit, Corporate Communications, Crime Analysis Manager, Corporate strategy and Innovation

9. External collaborators

Organization / Entity
- Niagara Region Public Health and Community Services - Community Safety and Well-Being team

Organization / Entity
• Coalition to End Violence Against Women • Gillian's Place, YWCA, Birchway Niagara • Probation and Parole • Family and Children Services • Niagara Detention Centre • Sexual Assault Domestic Violence Treatment Centre • 2SLGBTQQI+ advocacy groups • Crown Attorney's Office • School Boards • Faith and cultural organizations

10. Risk Identification

Risk	Mitigation Strategy
Underreporting due to stigma or distrust	Build trust through non-police partner pathways and multilingual outreach
Vicarious trauma for staff	Offer specialized wellness supports and peer debriefing
Data privacy concerns in referrals and follow-up	Use consent-based sharing and robust privacy protocols
Inconsistent training uptake or partner engagement	Make training mandatory and embed joint evaluation processes

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

About gender-based violence - <https://www.canada.ca/en/women-gender-equality/gender-based-violence/about-gender-based-violence.html>

The Coalition to End Violence Against Women - [Coalition to End Violence Against Women – Organizations from the Niagara Region working toward ending gender-based violence against women and their children.](#)

Community Safety and Well-Being Plan: niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

Niagara Regional Police Service
Action Plan: Strategy, Innovation and Continuous Improvement

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Use evidence and analytics to guide operations and to build internal capacity to adapt and lead through change
Action Plan:	Strategy, Innovation, and Continuous Improvement

2. Scope

This framework aims to establish an integrated, evidence-based analytics ecosystem to support and enhance operational effectiveness, strategic foresight, and public accountability. This involves transforming how the NRPS leverages internal and external data by strengthening systems integration, predictive modeling and evidence based policing. Concurrently, it seeks to accelerate innovation and continuous improvement across the Service by supporting the modernization of internal systems, by supporting frontline-led change, and through enhancing digital literacy and business analysis capabilities.

3. Activities for consideration

Activity
1. Build a unified analytics ecosystem (i.e., single source of truth). Integrate data from Online Crime Reporting systems, e-Notes, RMS, CAD, and HRIS into a centralized environment for comprehensive analysis and reporting.
2. Develop evidence-based analytical models. Create and refine models for hotspot identification, deployment optimization, early intervention (e.g., repeat MHA calls), crime trends, and staffing demand based on historical and operational data.
3. Modernize internal dashboards. Launch role-based, real-time dashboards for frontline, supervisors, executive leadership, and civilian units (e.g., 911, wellness, crime trends, patrol visibility).
4. Develop a public-facing transparency portal. Share selected crime, performance, and community safety data through a privacy-compliant platform to promote trust and engagement.

Activity
5. Launch analytics training and literacy programs. Train operational staff and supervisors in data interpretation, model understanding, and the ethical use of analytics.
6. Collaborate with Community Safety and Well-Being (CSWB) Partners: Co-design Key Performance Indicators (KPIs) and reporting templates that align with community safety priorities and inter-agency initiatives.
7. Collaborate with the Continuous Improvement Committee and leverage data to support continuous improvement efforts.
8. Establish Business Analysis and Quality Improvement Function and review major processes for efficiency: Conduct reviews of major departmental workflows to identify and eliminate process waste and implement Plan-Do-Study-Act (PDSA) cycles for high-friction processes
9. Conduct Frontline Workload Efficiency Reviews: Perform specific efficiency reviews to address frontline workload demands, with the goal of reducing response times, ensuring equitable workload distribution, mitigating burnout, and enhancing operational efficiency.
10. Initiate Strategic Resource Allocation and Investment Review: Assess current spending patterns to identify gaps or redundancies and reallocate resources strategically based on demand forecasting, frontline input, and strategic priorities.
11. Develop a corporate vision, mission, and values statements. Conduct member and partners consultations (surveys, focus groups, workshops) to update NRPS's vision, mission, and values by Q4 2026. Integrate finalized statements into strategic planning documents, leadership communications, and performance reviews to ensure service-wide alignment.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief, Support Services
Lead:	Manager Corporate Strategy and Innovation

5. Deliverables

Deliverable	Due Date
- Updated corporate vision, mission, and values - Public Dashboard including the Strategic Plan progress (Q4) - A detailed Analysis of 3 major departmental workflows completed including mapped process diagrams, pain points, redundancies, and prioritized recommendations (Q4)	2026
- Internal operational dashboards (911, response, repeat calls) launched or revamped (Q4) - Analytics training initiated (Q4) Findings from a workload efficiency review are published, covering response time analysis, call volume mapping and officer workload distribution data. (Q4) 5+ high-volume manual workflows are automated (Q4)	2027
- The Business Analysis and Quality Improvement function is launched (Q4) 30+ staff are trained in leadership and Lean Process Improvements (Q4) - Reviews are completed in 5 key areas identified by the Business Analysis and QI function (Q4)	2028
- Annual strategic alignment review process embedded (Q4) - A live dashboard visualizing resource allocation effectiveness, cost efficiencies and Quality Improvement project impacts is launched (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
% of core systems integrated into the analytics platform (RMS, CAD, DEMS, Online Crime Reporting) – Target: 95% by 2029. Baseline (2026): Establish initial integration rate. - Average response time to Priority 1 and 2 calls – Target: ≥5% reduction by 2029. Baseline (2025). % of districts meeting optimal workload balance (e.g., calls per officer per shift) – Target: ≥90% by 2029. Baseline (2026): Establish workload distribution metrics.

Indicators (Measure) / Value (Target)
- Number of staff completing analytics training – Target: 50 staff trained by 2029. Baseline (2027): Establish initial training participation. - Number of business processes mapped and reviewed – Target: ≥2 high-impact areas reviewed by Q4 2026. Baseline (2026). - Staff satisfaction with innovation and improvement supports – Target: ≥85% by 2029. Baseline (2027): Establish satisfaction levels via internal survey.
- KR1: Launch two internal analytics dashboards for all operational units by Q4 2026. - KR2: Develop and publish a strategic plan dashboard by Q4 2026. - KR3: Train 50% of supervisors and managers in data interpretation by 2029. - KR4: Achieve 95% integration of core systems (RMS, CAD, DEMS, Online Crime Reporting) by 2029. - KR5: Automate 5+ high-volume manual workflows by Q4 2029. - KR6: Launch the Business Analysis and Quality Improvement function and complete reviews in 5 key areas by Q4 2028.

7. Resources

Resources Available
Corporate Strategy and Innovation (Manager, Crime Analysis Manager, Strategic Initiatives Constable, Project Coordinator, Corporate Analyst), and Data and Business Intelligence Teams Existing systems and data sources Training support through academic partnerships

8. NRPS Team Involved

Team
Corporate Strategy and Innovation, Corporate Communications Unit, IT Business Intelligence, Communications Unit, Records and Courts, Quality Assurance, Quality Improvement Committee

9. External collaborators

Organization / Entity
- CSWB leads - Municipal partners

Organization / Entity
• Academic institutions / Academic evaluation partners • Police Analytics Network • Statistics Canada • Crown Attorney's Office • Ministry of the Attorney General • Other police services (Peel, Ottawa, Edmonton) • Technology vendors

10. Risk Identification

Risk	Mitigation Strategy
Data silos and inconsistent formats	Invest in data warehousing and common data models
Staff discomfort or low engagement with analytics	Deliver role-specific training and show operational benefits through real scenarios
Privacy or legal risks from open/public reporting	Review all external-facing metrics with Legal and Privacy Officers
Misuse or misinterpretation of models	Establish validation protocols and promote mixed-methods analysis with context
Over-reliance on analytics without qualitative input	Embed operational feedback loops and include scenario analysis in decision-making

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Smart Tech Integration Project

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Advance digital infrastructure and smart policing tools
Action Plan:	Smart Tech Integration Project

2. Scope

Expand the Connected Officer ecosystem by implementing integrated, cloud-based policing technologies that enhance documentation, situational awareness, and accountability. This includes full deployment of body-worn cameras (BWCs), electronic notes (e-Notes), and a digital evidence management system (DEMS), along with full integration and monitoring of the Automated Licence Plate Recognition /In-Car Camera (ALPR-ICC) system. The project prioritizes ethical use, officer usability, privacy compliance, and collaboration with the Crown, legal advisors, and the community.

3. Activities for consideration

Activity
Deploy integrated digital tools Roll out e-Notes to all frontline and specialized units. Upgrade DEMS to cloud-based version with secure, centralized access. If approved, roll out BWCs.
Coordinate digital transformation Establish a Digital Integration Working Group to guide training, monitor rollout, and incorporate officer and community feedback.
Implement ethical and privacy protocols Develop digital evidence policies, audit trails, and redaction/retention standards in consultation with Crown and privacy advisors.
Train staff and monitor usability. Train officers in documentation best practices and conduct annual tech usability reviews with at least 90% participation.
Strengthen Crown and court readiness.

Activity
Ensure digital evidence meets disclosure requirements. Improve integration between DEMS and Crown file sharing workflows. Advance smart analytics tools. Pilot AI-enhanced tagging, transcription, and search to streamline evidence management and reduce manual workload. Monitor ALPR-ICC performance. Track privacy, accuracy, hit rates, and integration. Use feedback from officers and legal partners to guide updates. Launch Connected Officer evaluation. Review the full ecosystem (BWC, e-Notes, ALPR, mobile CAD access) for impact on field operations, administrative efficiency, and trust.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief Support Services
Lead:	Superintendent Operational Support and Projects

5. Deliverables

Deliverable	Due Date
Pilot e-Notes fully deployed to frontline (Q4)	2026
- Officer usability review and privacy impact assessment completed (Q4) - Ethical guidelines published (Q4)	2027
- Smart tech user feedback dashboard launched (Q4); - AI tagging pilot initiated (Q4)	2028
- Connected Officer Toolkit evaluation completed (Q4); - Policy enhancements implemented (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Key Performance Indicators (KPIs): 1) % of frontline officers equipped with electronic notes (e-Notes) – Target: 100% deployment by Q4 2026, maintain through 2029. Baseline will be established in 2026 2) % of digital evidence files shared with the Crown within required timelines – Target: ≥85% compliance by 2029. Baseline will be established in 2026 3) Average officer satisfaction score on technology usability – Target: ≥80% annually by 2029. Baseline will be established in 2026 4) % of officers trained in privacy safeguards– Target: 100% completion by 2027, sustain through 2029.
Key Results • KR1: Achieve 100% e-Notes deployment to deployable officers by Q4 2026 • KR2: Complete privacy impact and usability assessments with ≥90% participation by Q4 2027 • KR3: Reduce tagging time by ≥30% using AI-enhanced video tagging by 2029 • KR4: Monitor and report ALPR-ICC system outcomes semi-annually starting in 2026 • KR5: Reduce physical document and video transfer by 90% by 2029

7. Resources

Resources Available
Existing Technology Services and Information Management teams Purchased licenses and vendor support

8. NRPS Team Involved

Team
• Technology Services and Information Management • Court Services including DEMS • Training Unit • Professional Standards • Records and Information Management Unit • Corporate Strategy and Innovation • Corporate Communications

Team
• Frontline Officers

9. External collaborators

Organization / Entity
Technology vendors Crown Attorneys and Legal Advisors Office of the Privacy Commissioner (as needed) Community Advisory Groups

10. Risk Identification

Risk	Mitigation Strategy
Privacy breaches or unauthorized access	Role-based access controls, regular audits, encryption, and policy training
Resistance to digital documentation	Involve officers in feedback loop; provide role-specific training and user support
Vendor delays or system compatibility issues	Build implementation contingencies; escalate through service agreements
Public concerns about surveillance or recording	Community briefings, clear guidelines, and citizen advisory input on use
Gaps in AI or ALPR legal guidance	Consult legal teams before rollout; align with federal and provincial policy developments

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Guidance for the Use of Body-Worn Cameras by Law Enforcement Authorities | Information and Privacy Commissioner of Ontario

Niagara Regional Police Service
Action Plan: Cybersecurity and Data Protection Strategy

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Strengthen cybersecurity posture and data governance to safeguard operations, privacy, and public trust.
Action Plan:	Cybersecurity and Data Protection Strategy

2. Scope

Enhance NRPS cyber resilience through proactive threat detection, strong data governance, modern security architecture, and organization-wide awareness. The strategy integrates provincial and federal critical infrastructure standards and embeds security into all digital operations and planning activities.

3. Activities for consideration

Activity
• Expand identity-based access controls, network segmentation, and continuous endpoint verification to reduce attack surfaces. • Modernize and advance the current SIEM platform to provide enhanced real-time visibility, detection, and automated alerting across the enterprise security landscape. • Maintain and continuously evolve roles, responsibilities, and protocols through a comprehensive cybersecurity governance framework. • Reinforce the defence-in-depth posture by continuously modernizing Multi-Factor Authentication (MFA) and strong password protection protocols across all systems and digital platforms. • Perform regular penetration tests, vulnerability assessments, and phishing simulations to proactively identify and address weaknesses. • Advance and complement established cybersecurity policies to ensure data classification and retention controls remain robust and adaptive within mobile and cloud environments. • Continuously test and refine Incident Response Plan (IRP) protocols with cross-agency tabletop and simulation exercises. • Provide quarterly training and refresher sessions for both uniform and civilian staff to build and strengthen cyber hygiene.

Activity
• Categorize NRPS data based on sensitivity and apply appropriate access controls, encryption, and retention policy standards. • Collaborate with Canadian Centre for Cyber Security (CCCS), Ontario Provincial Police (OPP), and other law enforcement and municipal partners to advance interoperability, threat sharing, and adopt shared resilience best practices. • Routinely test redundancy and recovery procedures for all mission-critical systems to safeguard operational continuity.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Technology Services
Lead:	IT Security and Services Manager

5. Deliverables

Deliverable	Due Date
Update cybersecurity governance framework; Security Information Event Management (SIEM) operational; modernized MFA implemented; baseline measures for compliance rate and response time established. (Q4)	2026
Full rollout of identity-based access controls (Zero Trust) and data classification policies; first cyber audit complete (Q4)	2027
IRP tested through multi-agency simulation; 90% of NRPS staff trained in cybersecurity; policy updated (Q4)	2028
Threat dashboard launched; metrics reported; IRP reviewed and refined (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPIs: • % of systems monitored by SIEM. Target: 100% by Q4 2027 • % of systems under Security Operations Center (SOC) visibility • % of NRPS members completing annual cybersecurity training. Target: 100% by Q4 2028

Indicators (Measure) / Value (Target)
• % of critical vulnerabilities resolved within SLA. Target: ≥90% by Q4 2029 • Compliance rate with NRPS Cybersecurity Policy. Target: 100% • Average incident detection and response time – Target: Reduced by 30% by 2029. Baseline (2026): Establish average detection and response time through SIEM logs and incident reviews. Baseline will be established in 2026
Key Results
• KR1: Complete Zero Trust model implementation by Q4 2027 • KR2: Achieve 95% training completion in cybersecurity awareness by Q4 2028 • KR3: Reduce average response time to cyber incidents by 30% by Q4 2029 • KR4: Maintain ≥90% score on third-party cybersecurity audit by end of Q4 2029

7. Resources

Resources Available
IT Security and Network Administrators Team Cybersecurity Awareness Trainers Existing Policy and Audit Infrastructure

8. NRPS Team Involved

Team
Network and Digital Security Infrastructure Risk Management Information Management (Records) Legal Services HR (Training and Awareness) Policy and Risk

9. External collaborators

Organization / Entity
Canadian Centre for Cyber Security (CCCS) Ontario Provincial Police (OPP) Royal Canadian Mounted Police (RCMP) Cybersecurity vendors Canadian Municipal CIO Strategy Council

Privacy Commissioners (as needed)

10. Risk Identification

Risk	Mitigation strategy
Evolving cyber threats outpacing controls	Maintain continuous updates, align with CCCS alerts, and perform adaptive policy reviews
User error or phishing susceptibility	Reinforce training quarterly with real-world scenarios and alerts
Integration delays from third-party vendors	Maintain project buffers and conduct early pilot testing
Legacy system incompatibilities	Prioritize phased upgrades and limit access to high-risk systems
Reputational harm from breach	Ensure rapid IRP activation, public transparency, and third-party response support

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: NG9-1-1 Technology Enhancement Project

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Implement NG9-1-1 Technology
Action Plan:	NG9-1-1 Technology Enhancement Project

2. Scope

Modernize NRPS 9-1-1 communications through the implementation of Next Generation 9-1-1 (NG9-1-1) technologies that enhance call accuracy, response, efficiency, and overall public safety outcomes. This project will integrate RapidSOS, What3Words, CAD upgrades, and AI-enabled triage tools to strengthen response coordination, reduce call handling times, and align with Canadian NG9-1-1 national standards.

3. Activities for consideration

Activity
1. Explore the integration of RapidSOS with CAD. Deliver real-time caller location, profile, etc. to communicators during incoming 9-1-1 calls. 2. Pilot/evaluate the implementation of automated caller callback and notification systems (e.g., TextBlue) that support the reduction for 9-1-1 callers awaiting assistance. 3. Explore AI-enabled voice-to-text and triage tools, to summarize calls, suggest call types, and support prioritization. 4. Develop and deliver NG9-1-1 training modules. Provide practical training for all communications staff. 5. Test and refine through simulation. Conduct joint exercises with PSAPs and municipal partners to validate system performance and interoperability. 6. Collaborate with municipal partners and Bell. Integrate GIS data layers and emergency maps to improve dispatch precision and service coordination. 7. Establish a continuous improvement loop. Collect user feedback through post-deployment surveys and incident debriefs, and refine SOPs accordingly. 8. Create a real-time NG9-1-1 monitoring dashboard. Track call outcomes, location data accuracy, and staff engagement for strategic and operational review.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Operational Services
Responsible:	Superintendent Operational Services
Lead:	Inspector Communications

5. Deliverables

Deliverable	Due Date
Explore the integration of RapidSOS and What3Words with CAD (Q4)	2026
CAD enhancements and callback automation live; user feedback collected and reviewed (Q4)	2027
AI voice-to-text pilot completed; communications performance dashboard operational (Q2)	2028
NG9-1-1 system audit and PSAP interoperability review completed and published (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Note: NG9-1-1 modernization enhances the accuracy and reliability of emergency response systems. All new tools are implemented under strict privacy, data-protection, and interoperability standards aligned with national 9-1-1 regulations.
Key Performance Indicators (KPIs): (Baseline for applicable indicators to be established in 2026) • % of 9-1-1 calls supported by enhanced NG9-1-1 data. Target: 95% by 2027 • % of 9-1-1 staff trained in NG9-1-1 systems. Target: 90% by Q1 2027 • % of CAD data streams fully utilized in dispatch workflows. Target: 90% by Q4 2027 • Reduction in average call handling time for NG9-1-1-enhanced calls. Target: ≥10% by Q4 2028 • % of successful automated caller updates/callback. Target: 85% by Q1 2028 • Staff satisfaction with NG9-1-1 tools/workflows. Target: ≥85% positive feedback, by Q1 2027
Key Results • KR1: Integrate and operationalize RapidSOS and What3Words by Q4 2026 • KR2: Train 90% of communications staff by Q1 2027 • KR3: Reduce average call handling time for high-priority calls by 10% by Q1 2028

- KR4: Maintain ≥99.5% NG9-1-1 system uptime annually from Q1 2027
- KR5: Publish internally a full NG9-1-1 system audit and PSAP interoperability test by Q1 2029

7. Resources

Resources Available
CAD vendor and Technology Services /GIS teams Existing Communications infrastructure NG9-1-1 training content in development

8. NRPS Team Involved

Team
Communications Unit Corporate Innovation Technology Services /GIS teams NG9-1-1/CAD Vendor Support

9. External collaborators

Organization / Entity
Bell Canada RapidSOS What3Words Regional Emergency Services PSAP Partners and Municipal IT Leads

10. Risk Identification

Risk	Mitigation Strategy
Vendor delays or integration issues with CAD or RapidSOS	Maintain regular vendor coordination and pilot integration early to troubleshoot
Inconsistent data coverage or accuracy in rural areas	Combine What3Words with existing GIS to cross-verify remote locations
Insufficient training uptake or retention	Use modular refresher training and simulation-based learning
Interoperability gaps across PSAPs or response agencies	Conduct annual joint simulations and standardize protocols collaboratively

Data privacy concerns with medical/location data	Apply strong encryption, access controls, and transparent privacy communications

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Cloud Strategy and Digital Infrastructure Modernization

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Optimize digital infrastructure and service continuity through phased cloud adoption, operational resilience, and scalable platforms.
Action Plan:	Cloud Strategy and Digital Infrastructure Modernization

2. Scope

Modernize NRPS's digital infrastructure through a secure, phased transition to cloud-based platforms that enhance operational effectiveness, ensure business continuity, minimize reliance on legacy on-premises systems, and scale effectively to meet emerging and evolving needs. The strategy aligns with the Digital Strategic Plan pillars of modernization, security, and resilience and supports core systems such as the Digital Evidence Management System (DEMS), online reporting, and citizen engagement, digital notes and mobility solution, scalable analytics, and AI readiness

3. Activities for consideration

Activity
• Evaluate priority platforms (e.g., DEMS, online reporting and citizen engagement) for technical, operational, and legal readiness for cloud migration. • Conduct a comprehensive inventory of applications and workloads, people, processes, data flows, technology, security, and digital governance. • Establish a phased migration and roadmap plan based on technical feasibility, service criticality, risk profile, and sustainable cost effectiveness. • Establish a governance framework model including SLAs, vendor oversight, cybersecurity and privacy standards, and risk controls. • Integrate backup systems, disaster recovery, and business continuity protocols into all cloud-hosted platforms where applicable and appropriate. • Pilot low-risk, non-critical systems migrations to refine processes and assess vendor integration and system performance before further scaling to other systems. • Enhance and expand training of technical staff on cloud operations and partner with external experts for knowledge transfer and upskilling.

Activity
• Monitor uptime, cost savings, and service continuity using dashboards and automated alert systems to track availability, performance, cost optimization, and service continuity. • Explore joint procurement and shared platform opportunities with municipal IT and service delivery partners.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Technology Services
Lead:	IT Security and Services Manager

5. Deliverables

Deliverable	Due Date
Cloud governance framework completed; DEMS and readiness assessments done (Q4) Establish a Cloud Cost Model (CAPX to OPX transition) (Q4)	2026
Initial system migrations launched; cloud-based disaster recovery operational (Q4)	2026 - 2027
All priority applications transitioned; performance monitoring fully implemented (Q4)	2027 - 2028
Redundant backup and failover tested; 90% of core systems cloud-based (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPIs: • % of core systems migrated to the cloud. Target: 90% by end of 2029 • Mean Time to Recovery (MTTR) for cloud-hosted systems. Target: ≤1 hour by 2028 • % of Technology Services staff trained in cloud management and resilience. Target: 100% by 2027 • % uptime for mission-critical services. Target: ≥99.9% annually

Indicators (Measure) / Value (Target)
Cost savings from technical infrastructure consolidation. Target: ≥20% reduction by 2029
Key Results (KR)
KR1: Complete cloud governance framework and detailed roadmap by Q2 2026
KR2: Migrate at least 50% of key business applications by end of 2027
KR3: Fully test and validate disaster recovery systems for all migrated platforms by Q4 2028
KR4: Achieve 99.9% uptime for all mission-critical cloud-hosted applications by Q4 2029
KR5: Train 100% of technology operations staff in cloud technologies by Q3 2027

7. Resources

Resources Available
Technology Services

8. NRPS Team Involved

Team
Infrastructure, Cybersecurity, Finance

9. External collaborators

Organization / Entity
Cloud service providers, Municipal IT leads, Cybersecurity auditors

10. Risk Identification

Risk	Mitigation Strategy
Vendor lock-in or overdependence	Use flexible contracts and adopt multi-cloud or hybrid options where feasible
Cost overruns during migration	Conduct phased rollouts with detailed cost forecasting and post-migration audits
Downtime during cloud transition	Schedule during low-demand periods and test in sandbox environments before rollout
Compatibility issues with legacy systems	Prioritize modular, API-driven integrations and gradually phase out outdated components

Security vulnerabilities	Implement zero-trust architecture, real-time monitoring, and third-party penetration testing

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Responsible Artificial Intelligence and Machine Learning Adoption and
Governance Strategy

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Ensure responsible, ethical, and confident adoption of emerging technologies
Action Plan:	Responsible Artificial Intelligence and Machine Learning Adoption and Governance Strategy

2. Scope

This strategy establishes a Service-wide approach for the responsible adoption of artificial intelligence (AI) machine learning (ML) and emerging technologies at NRPS. It ensures innovation is ethical, transparent, and aligned with policing values, while building staff confidence and public trust. The framework balances operational benefits (efficiency, accuracy, and improved decision-making) with governance safeguards (fairness, accountability, privacy, and oversight).

3. Activities for consideration

Activity
Empowering Adoption and Innovation 1. Establish an AI/ML adoption policy and formal mechanism to evaluate, pilot, and implement AI technologies. 2. Identify and prioritize AI use cases with high operational value, low ethical/operational risk, and showcase successful pilots through internal communications, newsletters, and leadership briefings. 3. Create a structured AI adoption process to guide testing, evaluation, staff feedback, and scale-up. Ethical Governance and Risk Management 4. Develop AI/ML governance principles aligned with international frameworks and Canadian policing ethics (e.g., CEPAI, EU AI Act). 5. Establish an AI Governance Committee (with terms of reference), including representatives from Legal, Operations, Technology Services, Corporate Strategy, and Corporate Communications

Activity
Equity, and Community partners 6. Embed AI governance into procurement, risk management, and cyber/digital policy procedures to ensure ethical compliance before deployment.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Director Technology Services
Lead:	Manager Corporate Strategy and Innovation

5. Deliverables

Deliverable	Due Date
AI/ML Governance Committee established; baseline values for staff training, adoption, and governance indicators established (Q2)	2026
AI/ML governance policy (i.e., General Order) and a process to adopt to new AI technologies (Q4)	2027 (2026)
Implement AI literacy and responsible use training program (Q2)	2027
Conduct AI Inventory, identify and implement 3 major AI-controlled pilot initiatives that affect multiple departments in the Service (Q4)	2028 (2027)
Embed AI in existing platform like procurement and digital policy procedures (Q4)	2029 (2028?)
Conduct AI/ML governance review and maturity assessment (Q4)	2028-2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Key Performance Indicators (KPIs): % of staff trained in AI ethics and responsible use – Target: ≥80% by 2029. Baseline will be established in 2026. - Number of successful AI deployments (cross-departmental) – Target: 3 by Q4 2029.

Indicators (Measure) / Value (Target)
Staff confidence in AI adoption (survey score) – Target: ≥85% by Q4 2029. Baseline will be established in Q4 2026.
Key Results (KR)
KR1: Launch AI Governance Committee by Q2 2026.
KR2: Publish AI adoption policy and framework by Q4 2027.
KR3: Train 150+ members in AI ethics and responsible use by Q4 2028.
KR4: Implement and evaluate 3 service-wide AI projects by Q4 2028.

7. Resources

Resources Available
Corporate Innovation and Technology Services teams
Academic partnerships and AI research networks
Existing training and e-learning infrastructure

8. NRPS Team Involved

Team
Corporate Innovation, Legal Services, Training, Business Analytics, Network and Security Team, Corporate Communications

9. External collaborators

Organization / Entity
Privacy Commissioners, AI research partners, community oversight bodies

10. Risk Identification

Risk	Mitigation Strategy
Lack of staff confidence or tech fluency	Provide role-specific training and peer mentorship via the AI Innovation Network
Ethical or legal issues from bias or non-transparent models	Conduct mandatory audits and enforce pre-deployment ethical review
Misuse or over-reliance on untested AI	Require transparency, documentation, and ethical justification for all AI deployments
Mismatch between public expectations and internal tech use	Engage community panels and publish annual AI impact summaries

Challenges in measuring the value of AI/ML tools	Develop clear ROI indicators tied to time savings, fairness, and user satisfaction

11. Version Control

Date Modified:	October 18, 2025 – Public version

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Custody, Transport and Digital Disclosure Modernization Strategy

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Streamline prisoner handling, court logistics, and disclosure through digitization, transparency, and efficient deployment
Action Plan:	Custody, Transport, and Digital Disclosure Modernization Strategy

2. Scope

Modernize end-to-end custody processes (i.e., from arrest to disclosure) by digitizing workflows, improving inter-unit coordination, and strengthening Crown readiness. This strategy modernizes NRPS custody, transport, and disclosure systems through digitization, collaboration, and evidence-informed workflow redesign. It strengthens operational safety, enhances efficiency, and ensures fair and transparent treatment for all individuals in custody, while improving coordination with Crown and court partners.

3. Activities for consideration

Activity
Custody workflow redesign. • Map end-to-end prisoner intake, holding, and court transfer. • Standardize digital documentation and implement service-wide logbooks (e-notes). Officer and staff feedback integration. • Incorporate insights from officers, Court Services, and frontline staff to improve reintegration, transport safety, and court scheduling processes. Transport optimization. • Continuing the utilization of virtual bail hearings • Explore the development of predictive scheduling tools and explore alternative models (e.g., identify efficiencies during the intake process). Digital disclosure integration. • Connect custody records with DEMS. • Develop completeness checklists, audit prompts, and automation tools for digital file readiness.

Activity
Crown and court collaboration. • Work with Crown Attorneys to define disclosure completeness criteria, timelines, and file quality expectations. • Establish a feedback loop for file improvement. Facility, safety, and equity enhancements. • Conduct annual audits on cell safety, accessibility, and detainee well-being. • Monitor holding durations, medical needs, and demographic equity. Transparency and oversight tools. • Enhance the Prisoner Management dashboard with anonymized trends (e.g., wait times, demographics, incident rates).

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Superintendent Operational Support and Projects
Lead:	Inspector Courts and Prisoner Management

5. Deliverables

Deliverable	Due Date
• Custody process map completed • Deploy E-notes (Q4)	2026
• Custody dashboard published; DEMS-custody checklist integrated	2027
• 75% reduction in custody documentation errors (based on 2026 baseline); predictive scheduling fully operational (Q4)	2028
• 95% of prisoner-related disclosures on time; custody audits and Crown briefs standardized (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Performance indicators reflect long-term modernization and efficiency goals. Annual variations may occur due to court scheduling, technology rollout timelines, or evolving provincial standards.
Key Performance Indicators • Average time from arrest to initial disclosure (Baseline 2026; Target: ≤ 24 hours for routine cases by 2029). • Officer-custody transport and offload delays reduced by 25% by 2029 (Baseline 2026; Target: ≥ 25% reduction by 2029). • % of prisoner-related digital disclosures on time and error-free (Baseline 2026; Target: ≥ 95% by 2029).
Key Results Objective 1: Modernize Custody and Transport Workflows KR1: Complete custody process mapping and implement internal efficiencies Q4 2026. KR2: Implement improvements to officer-custody transport and offload delays by Q4 2029. Objective 2: Work with the Crown to improve Digital Disclosure Timeliness and Accuracy KR3: Achieve 95% on-time, error-free disclosure submissions by 2029. KR4: Establish a Crown feedback loop on file quality with quarterly reviews starting 2027. Objective 3: Strengthen Safety, Transparency and Staff Engagement KR5: Ensure 100% custody cell checks compliance with safety standards by 2027. KR6: Enhance custody/prisoner management dashboard with anonymized trends and publish annual transparency reports by 2027.

7. Resources

Resources Available
Existing DEMS/RMS infrastructure, Court Services team, Facilities Unit

8. NRPS Team Involved

Team
Digital Evidence Management System Records and Information Management Unit Corporate Strategy and Innovation Policy and Risk Court Services All Sworn Officers, including Community Services and Investigative

9. External collaborators

Organization / Entity
• Crown Attorneys' Office • Court Administrators • Ministry of the Attorney General

10. Risk Identification

Risk	Mitigation Strategy
Delays in technology integration	Phase rollouts and ensure vendor accountability through service-level agreements
Privacy or legal compliance challenges	Align workflows with provincial and federal privacy guidelines; involve legal advisors early
Resistance to new transport or scheduling models	Pilot small-scale projects with feedback loops before full rollout
Underreporting of custody incidents	Implement anonymous audit trails and require mandatory reporting triggers
Facility limitations for compliance upgrades	Prioritize high-risk or high-volume locations in capital planning

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Integrated Member Support and Wellness Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Promote a culture of resilience and psychological safety through proactive, accessible, and member-centered wellness supports.
Action Plan:	Integrated Member Support and Wellness Strategy

2. Scope

Develop a comprehensive and trusted wellness ecosystem to promote psychological safety, proactive support, and long-term resilience across all member roles. The plan enhances existing wellness infrastructure, integrates a suite of holistic services, training, and programs. The plan also informs and expands Member Support Unit services based on internal feedback and leading practices.

3. Activities for consideration

Activity
Improve Mental Health Literacy Psychoeducation • Development of resilience, mental health literacy and stress management skills. • Deliver wellness workshops tailored to unit stressors and member feedback. • Share evidence-based and researched backed materials with members from a holistic (bio-psycho-social-spiritual) care model. • Implement pre-OPC resilience module. • Implement online mental health screening tools. Competence and skill in supporting one another. • Formalize the Crisis Intervention Response Team (CIRT) Protocol, with embedding the Peer Support Team into the response. • Offer ongoing advance trauma-informed peer support training. • Multi-faith support training for Peer Team • Integration of Spiritual Services within the Peer Support Team. • Have dedicated uniform officers that are trained in reintegration to participate with road exposure and return to work plans.

Activity
• Integrate options for members to request culture-specific support or services (e.g., Indigenous Elders, 2SLGBTQQIA+ affirming clinicians or peers). • Explore ad hoc committees to support holistic wellness (e.g., Veteran support group or lead to organize Remembrance Day events, poppies, and related activities). • Have designated “wellness” reps in platoons/units to organize holistic wellness initiatives for their platoons and liaise with Member Support/Wellness team members as appropriate/needed. Leadership training • Build competency and comfort with supervisors through the strengthening of the Early Intervention Program training. • Build competency and comfort with supervisors accommodating members returning from a mental-health related absence. • Build competency and comfort with supervisors on psychological health and safety standards in the workplace. • Build competency and comfort with supervisors on workplace bullying. Family Integration • Quarterly family info sessions (virtual and in-person) • Spousal/partner education for common signs of stress, secondary trauma, etc. • Dedicated family liaison contact • Family-focused resilience newsletter/resource hub Accessibility: • Availability of culturally competent mental health providers in the community • Access to all Member Support services region-wide for all members (i.e., Chaplain or spiritual care advisor access). • Expand Member Support Unit visibility and access, including anonymous contact points and education sessions. • Engage members’ families through optional education, digital resources, and reintegration preparation. • Expand Wellness Hubs to all Districts.
Reduce Mental Health Stigma Psychology as part of the culture • Exposure to the Service Clinicians through a ride-along program

Activity
• Have clinicians visible to member by having exposure in unit meetings and/ or briefings. • Implementation of Retiree Officer/Member Wellness Evaluations
Accountability
• Establish clear policies that prioritize early engagement with mental health support, with compassionate follow-through processes guided by leadership and Member Support.
Normalizing
• Use real member testimonials (anonymous or recorded) to share lived experiences. • Launch campaigns to normalize emotion and struggle. • Monthly mental health themes (grief, anxiety, compassion fatigue) with toolkits or team huddles • Implement “trauma stewardship” education for members regularly exposed to trauma (e.g., crime scenes, child exploitation, etc.) • Offer a speaker series with both internal and external presenters.
Research and Evaluation
• Develop a Member Support and Safeguarding Dashboard – Incorporating useful information for the Unit to make informed decisions and guide a data driven strategy. • Track utilization, satisfaction, and recovery outcomes using secure, anonymized systems • Track pre/post intervention outcomes (e.g., wellness ratings pre- and post-reintegration or post-CISM) • Annual anonymous member satisfaction survey • Feedback mechanisms for families • Measure leadership readiness/confidence before and after training.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Superintendent Executive Services
Lead:	Manager Member Support Unit

5. Deliverables

Deliverable	Due Date
1. Develop and Deliver Mental Health Literacy Workshops	Q4 2026
2. Formalize and Launch Updated CIRT Protocol	Q1 2026
3. Peer Support Team Development	Q1 2026
4. Implement Leadership Training Program	Q4 2026
5. Family Integration Programming	Q4 2026
6. Expand Accessibility of Services	Q4 2026
7. Normalize Psychology in the Culture	Q1 2026
8. Continue Mental Health Stigma Reduction Campaigns	Q4 2026
9. Research, Evaluation and Dashboard	Q4 2026
10. Launch Annual Anonymous Satisfaction Survey	Q4 2026
11. Awareness Campaigns (videos, posters, digital content) to reduce stigma and promote services.	Q4 2026

6. Performance Indicators

Indicators (Measure) / Value (Target) All indicators measure organizational progress and culture change. Individual data will remain confidential, aggregated, and anonymized. Annual variation may reflect changes in reporting comfort or awareness rather than actual wellness trends.
Key Performance Indicators (KPIs): • % of members accessing wellness services (target: ≥25% over baseline by 2029) • Peer support engagement rate (target: steady year-over-year growth), over 2025 baseline • Return-to-work satisfaction after trauma or extended leave (target: ≥85% by 2029, over 2026 baseline) • # of wellness check-ins or post-incident debrief supports offered, maintain similar levels year over year • % of high-stress unit members receiving annual psychological check-ins, target will be established in 2026 • Wellness workshop participation and evaluation scores (target: ≥80% positive by 2029) • # of trained leaders report increased confidence post-training (target: ≥80%) • At least 85% of supervisors complete Early Intervention Program training by Q4 2026

Objective Key Results (KR)

KR1: Launch 2 fully equipped wellness hubs and 1 virtual portal by Q4 2026

KR2: Expand the Safeguard Program to 3+ units by Q4 2028

KR3: Achieve ≥85% satisfaction rate with peer and professional supports by 2029

KR4: Ensure 100% of Communications Unit and identified high-stress team members receive annual wellness check-ins

KR5: Implement a service-wide early intervention protocol by Q2 2027

KR6: Integrate wellness participation data into annual planning and staffing decisions by Q4 2027

KR7: Explore access to service animals

7. Resources

Resources Available

Members Support Unit, District Commanders, Human Resources

8. NRPS Team Involved

Team

- | |
|--|
| <ul style="list-style-type: none">• Member Support Unit (manager, clinicians, peer coordinators, chaplains/spiritual support, admin support).• HR Wellness and Return-to-Work Team• Trauma-informed care consultants• EFAP and Community Providers• Corporate Communications |
|--|

9. External collaborators

Organization / Entity

- | |
|---|
| <ul style="list-style-type: none">• Occupational health providers• Paramedic and Fire Services (for shared learning and peer models)• Trauma-informed care and EFAP consultants• University and/or College• OACP Psychological Services Committee• OACP Education Subcommittee• Community Providers |
|---|

10. Risk Identification

Risk	Mitigation Strategy
Stigma or low uptake among certain teams	Use peer champions and trusted voices to normalize participation; offer opt-in anonymity
Burnout among peer supporters	Provide supervision, rest cycles, and recognition for peer support roles
Resistance to psychological check-ins	Emphasize confidentiality and member-led care; offer opt-out options with education
Limited provider availability	Partner with external clinicians; offer hybrid models (in-person and virtual)
Feedback fatigue	Keep surveys brief, anonymous, and transparent about how results inform actions

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Leadership and Performance Excellence Framework

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Foster an ethical, inclusive, and high-performance culture
Action Plan:	Leadership and Performance Excellence Framework

2. Scope

Develop and implement an integrated framework for leadership, ethics, and accountability that strengthens trust, promotes professional growth, and reinforces inclusive advancement. This plan applies to all units, with tailored focus on identified high-pressure areas (e.g., 911 Communications), and includes digital performance tools, structured mentorship, and ethics-based leadership training.

3. Activities for consideration

Activity
• Launch a digital performance review system integrated with HRIS and accessible across the Service. • Align all performance reviews with organizational values, ethics, and strategic priorities. • Deliver ethics and values-based leadership training to all supervisors and managers. • Embed equity, psychological safety, and cultural competency indicators into review frameworks. • Finalize and implement SOPs for recognition, coaching, performance improvement, and discipline. • Explore the potential application of 360° feedback tools that include supervisor, peer, and self-assessment options. • Measure performance culture and trust using regular engagement and ethics perception surveys.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Human Resources

Lead:	Manager Total Rewards and HR Programs

5. Deliverables

Deliverable	Due Date
Launch digital performance platform and begin leadership pilot (Q4)	2027
All supervisors receive ethics-based leadership training; SOPs finalized (Q4)	2028
Expand mentorship and review model service-wide; staff engagement increases 10% (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
• % of staff with completed digital performance reviews. Target: >50% over baseline by the end of 2029 • % of supervisors trained in ethics and inclusive leadership. Target: 80% over baseline by end of 2029 • Trust score in performance review process (survey-based). Target: Increase by ≥10% over 2026 baseline by 2029 • Staff satisfaction with feedback and performance process (survey-based). Target: ≥80% positive satisfaction by 2029
Key Results (KR) KR1: 90% of eligible staff receive digital performance reviews by Q4 2027 KR2: Increase trust in the performance and accountability process by ≥10% by 2029 KR3: Finalize SOPs for progressive discipline, feedback, and recognition by Q4 2028 KR4: Achieve ≥80% satisfaction with the new review system (survey-based)

7. Resources

Resources Available
RMON Consultants HR Total Rewards and HR Programs Manager and Team

8. NRPS Team Involved

Team
HR Systems Analysts, Training Unit, Professional Standards Unit, Supervisors, IT Systems Team, Training Unit

9. External collaborators

Organization / Entity
Performance management software vendor – PeopleSoft Ethics and leadership consultants Ontario Association of Chiefs of Police (OACP) – for mentorship best practices Policing performance benchmarking networks Regional Municipality of Niagara – HRIS

10. Risk Identification

Risk	Mitigation Strategy
Resistance to new performance review tools	Provide role-specific training, show value through pilot success, and ensure supervisor support.
Perception of bias or lack of transparency in mentorship opportunities	Use clear eligibility criteria, advertise openly, and include diverse mentors and mentees.
Data privacy concerns with peer feedback	Use anonymous aggregation, role-based access, and transparency about purpose and safeguards.
Capacity limitations in scaling mentorship service-wide	Use phased rollout, leverage experienced mentors as internal coaches, and explore partnerships with external leadership networks.

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Internal Communications Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Strengthen organizational culture and workforce engagement by delivering clear, inclusive, and consistent internal communication across all levels of the service
Action Plan:	Internal Communications Strategy

2. Scope

Modernize NRPS internal communications to ensure all members (sworn and civilian) receive timely, relevant, and consistent information. This includes launching user-friendly communication platforms, embedding a culture of transparency, wellness, and engagement throughout the organization.

3. Activities for consideration

Activity
Conduct internal communications audit • Survey all units on effectiveness of current channels • Identify gaps, barriers, and unit-specific needs • Benchmark with best practices in police and public sector communications Enhance internal communications platform (2026–2027) • Enhance Intranet with personalized content (by role/unit) • Integrate key resources: HR updates, SOPs, peer recognition, wellness info • Collaborate with Corporate Strategy and Innovation to present valuable information for NRPS members Standardize Organizational Messaging Input • Develop the “Strategic Plan in Action” campaign to support the deployment of the 2026 – 2029 Strategic Plan • Promote staff-generated content (wins, ideas, recognition, innovation) • Enhance communication around wellness and organizational change • Deliver messaging aligned with member concerns and needs

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Executive Officer to the Chief of Police
Lead:	Corporate Communications Manager

5. Deliverables

Deliverable	Due Date
Internal communications audit completed; enhancement of the internal communications platform	2026
Enhance wellness communication	2027
Recognition of internal communications excellence; ROI report on communication engagement and satisfaction	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPI: # of monthly intranet user logins. Target: 15% increase in 2027 baselines will be establish in 2026
Key Results Complete organization-wide internal communications audit and recommendations by Q4 2026

7. Resources

Resources Available
Corporate Communications Technician, Corporate Communications Specialist, Social Media Specialist, Corporate Communications Manager, Media Relations Officer

8. NRPS Team Involved

Team
Superintendents, Directors, Deputy Chiefs, District Commanders, Community Oriented Response and Engagement (CORE), EDI Unit, Training Unit and Video Unit, Human Resources, Wellness Unit, Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
• Chief of Police Community Inclusion Council • Parks Police • Municipalities and Niagara Region • Victim Services Niagara • Other community agencies as appropriate

10. Risk Identification

Risk	Mitigation Strategy
Message fatigue or overload	Curate and prioritize content through a weekly digest; set a standard for concise messaging; use tagging and filters to allow members to choose preferences.
Uneven communication across units	Provide communication toolkits for supervisors; monitor delivery/engagement metrics by unit to identify gaps.
Low trust or feedback reluctance	Continue anonymous feedback channels; ensure responses to feedback are visible and acted upon; highlight stories where input led to change.
Intranet seen as not user-friendly	Conduct usability testing with diverse users; redesign platform with intuitive navigation and mobile access; provide onboarding sessions and tip sheets.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Career Mapping and Mentorship Program

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Enhance hiring, promotions, and succession planning
Action Plan:	Career Mapping and Mentorship Program

2. Scope

Establish structured and transparent internal career pathways that support professional growth, leadership development, and equitable advancement. Prioritize mentorship for diverse groups, succession planning for critical roles, and internal mobility using data-driven strategies.

3. Activities for consideration

Activity
• Map career pathways. Create visual guides showing progression for key civilian and uniform roles. • Launch mentorship program. Offer structured mentorship with a focus on preparing the organization for the future. • Identify and prepare internal candidates for key leadership and specialist roles. • Establish development tracks. Use acting roles, projects, and peer coaching to build experience and skills. • Integrate readiness tools. Provide feedback tools and assessments to help staff prepare for promotion. • Deliver inclusive leadership training. Train leaders in inclusive practices, coaching, and talent development. • Create career development Hub. Build an online platform with tools and resources for career growth.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Human Resources
Lead:	Manager Talent Acquisition and Development

5. Deliverables

Deliverable	Due Date
- Create and implement a formal mentorship program, which will initially include at least 25 matched participants (Q4). - Identify leadership and specialist roles, including required competencies, for succession planning (Q4)	End of 2026 – Program Development 2028 End of 2026
- Expand the Brock Strategic Executive Leadership Certificate Program for aspiring sergeants, staff sergeants, and civilian managers (Q1) - Expand program to areas such as Communications, Courts and Prisoner Management and Records where new members frequently enter the Service (Q4). - Publish career pathway maps for at least 5 key uniform or civilian roles and make them visible to members (Q4) - Launch the full version of a digital “career development hub” with interactive tools and planning resources (Q4)	January 1, 2027, or earlier 2027-2028
Align core competencies within ePerformance to create a resource space, including training and career development tools to support self-directed development (Q1)	January 1, 2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
- Mentorship and leadership program satisfaction score. Target: ≥80% by 2029 - Career development hub engagement rate. Target: ≥60% of members access at least once annually by 2029 # of employees participating in development activities (mentorship, leadership academy, acting roles). Target: ≥30% by 2029 (uniform and civilian). - Achieve ≥75% satisfaction in mentorship and leadership programs based on post-program feedback, by 2029
Objective 1: Build a transparent and inclusive career development framework - KR1: Publish career pathway maps for at least 5 roles across uniform and civilian streams - KR2: Launch a digital Career Hub with ≥60% of staff engagement

Indicators (Measure) / Value (Target)
Objective 2: Strengthen internal talent pipelines through mentorship and leadership development • KR3: Match ≥100 members to mentors over four years • KR4: Enroll ≥120 members in Brock Strategic Executive Leadership Certificate Program by 2029 Objective 3: Implement succession plans for key leadership roles • KR5: Implement succession plans for 100% of key leadership roles by 2029

7. Resources

Resources Available
HR team and training staff Existing development and training tools Staff networks and affinity groups

8. NRPS Team Involved

Team
HR Unit, EDI Unit/ Committee, Civilian and Uniform Training Coordinators, Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
Police Leadership Development organizations Post-secondary institutions (e.g., Brock University, Niagara College) Mentorship program advisors (e.g., Canadian Centre for Diversity and Inclusion)

10. Risk Identification

Risk	Mitigation Strategy
Limited supervisor capacity to mentor staff	Build a broader mentor pool including retired members and civilian leaders; offer time

Risk	Mitigation Strategy
	recognition or scheduling accommodations for active mentors.
Perceptions of favoritism or bias in advancement	Use transparent criteria for selection, promotion, and program access; communicate processes clearly and include diverse reviewers.
Low uptake among underrepresented groups if not supported adequately	Partner with internal champions and community groups to co-design inclusive pathways; offer targeted outreach, support, and feedback channels.
Budget constraints for technology and training	Leverage internal resources and existing platforms; phase implementation and seek external grants or academic partnerships for innovation.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Financial Management and Performance Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Enhance financial accountability, efficiency, and strategic resource allocation through streamlined workflows, data-informed planning, and performance monitoring.
Action Plan:	Financial Management and Performance Strategy

2. Scope

This strategy strengthens NRPS's financial planning and resource management by aligning budgets with service demand, performance outcomes, and strategic priorities. It introduces workload and efficiency reviews, financial automation, a Finance and Performance Dashboard, and shared-service opportunities to enhance fiscal sustainability and transparency.

3. Activities for consideration

Activity
Phase 1: Diagnostic (2026–2027) 1. Conduct comprehensive workload and efficiency reviews across all divisions to assess staffing levels, service demand, and identify under- and over-resourced units for evidence-based realignment. 2. Assess existing financial workflows to identify automation opportunities and manual processes causing inefficiencies. 3. Strengthen reserve and contingency planning by modeling funding needs for capital replacement, employee future benefits and surge staffing capacity. 4. Deploy upgraded time management software to improve scheduling accuracy, reduce administrative burden, and provide data for staffing optimization analysis. Phase 2: Implementation (2027–2028) 5. Implement continuous performance and resource measurement using standardized KPIs to track unit effectiveness, staffing alignment, and cost efficiency. 6. Develop and launch a centralized Finance and Performance Dashboard integrating workforce data, financial metrics, and operational outputs for real-time decision-making.

Activity
7. Diversify revenue and funding sources. Expand grants, partnerships, and cost recovery models (e.g., special events policing, insurance billing, paid training). 8. Streamline financial workflows and explore shared services.
Phase 3: Optimization (2028–2029)
9. Align budgeting cycles with strategic priorities by embedding workload and staffing analytics into annual planning and forecasting processes. 10. Deliver financial and performance-based management training for leaders to build capacity in data-driven budgeting, staffing optimization, and cost-control strategies. 11. Assess alternative reporting and funding models (e.g., program-based or outcomes-based reporting) to enhance transparency, grant readiness, and operational decision-making.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Finance and Asset Management
Lead:	Manager Finance

5. Deliverables

Deliverable	Due Date
• Upgrade the time management software (Q3)	2026
• Pilot the Finance and Performance Dashboard; begin tracking shared service opportunities and reserve contributions (Q4) • Pilot the Overtime Dashboard (Q4) • Initiate organization-wide workload and efficiency review (Q4)	2027
• Integrate all service lines into performance-based budgeting framework; complete shared service evaluation (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Performance indicators measure long-term improvements in financial efficiency, transparency, and alignment with service demand. Annual variations may result from market conditions, funding cycles, or organizational growth rather than direct performance changes.
Key Performance Indicators • % of units assessed through workload and efficiency reviews. Target: 20% increase by 2029, over 2027 baseline. • % of financial workflows automated. Target: ≥40% by 2027 • Annual efficiencies (e.g., operational savings, improvements) from shared services or streamlined processes. Target: ≥10% from 2026 baseline by 2029 • Year-over-year increase in reserve contributions. Target: 2% growth annually, over baseline. • % of budget aligned with operational performance metrics. Target: ≥70% by 2029 • # of successful grant or cost recovery initiatives secured. Target: ≥10 by 2029 • % of managers trained in performance-based budgeting. Target: ≥90% by 2029, over 2026 baseline
Key Results (KR) KR1: Complete efficiency and workload reviews for 100% of districts by Q4 2029 KR2: Increase grants and other sources of funding by 15% by 2029 KR3: Train 90% of managers in performance-based budgeting by 2029 KR4: Achieve 5% cost savings or efficiencies through different strategies (e.g., shared services and contract improvements) by 2029 KR5: Reallocate staffing in at least 80% of districts based on workload review findings by Q4 2029 KR6: Deploy an overtime dashboard by Q4 2027

7. Resources

Resources Available
• Existing ERP, HR, and BI infrastructure • Business planning and finance staff • Shared service agreements (if in place)

8. NRPS Team Involved

Team
Finance Unit HR Analytics Divisional Business Managers IT/BI Team Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
Region of Niagara Finance Municipal Shared Services Office External Auditors SOLGEN Grants Public Safety Grant Programs

10. Risk Identification

Risk	Mitigation Strategy
Resistance to automation or workflow changes	Provide training, demonstrate benefits, and phase implementation gradually
Difficulty identifying viable shared service partners	Begin with pilot projects and joint feasibility studies
External funding volatility (e.g., Trump's Tariffs)	Diversify revenue sources and build multi-year forecasting models
Contract negotiation complexity or <i>associations</i> constraints	Engage early with stakeholders and explore interest-based bargaining
Misalignment between budgeting reform and planning cycles	Adjust timelines or pilot new budgeting tools alongside existing structures

11. Version Control

Date Modified:	October 20, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Sustainable Infrastructure and Asset Management Plan

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Ensure NRPS infrastructure is modern, accessible, and aligned with long-term service delivery and community needs.
Action Plan:	Sustainable Infrastructure and Asset Management Plan

2. Scope

Develop and implement a multi-year infrastructure and asset strategy that advances operational effectiveness, fiscal responsibility, accessibility, and environmental sustainability. The strategy will guide investment in facilities, fleet, equipment, and technology through lifecycle-based planning, risk-based prioritization, and partners engagement. It will ensure NRPS infrastructure keeps pace with organizational growth, evolving service models, and community expectations.

3. Activities for consideration

Activity
Facilities 1. Develop and maintain a comprehensive Asset Management Plan (AMP). Track all NRPS infrastructure assets, including facilities, fleet, equipment, and technology. 2. Create a long-term Master Facility Plan. Align with projected service demands, population growth, accessibility standards, and modernization needs. 3. Conduct facility assessments and space utilization reviews. 4. Identify sustainable and alternative funding mechanisms. Explore Development Charges (DCs), grants, leasing, and co-location opportunities. 5. Implement a capital project prioritization framework. Base decisions on risk, compliance, capacity, equity, and strategic alignment. 6. Align infrastructure and capital cycles with strategic goals. Ensure long-term planning supports operational priorities and modernization efforts. Fleet Management 7. Maintain a preventative maintenance schedule for all fleet vehicles, with automatic alerts based on mileage or usage hours.

Activity
8. Track average time-to-service and time-out-of-service for routine maintenance and repairs. 9. Digitize maintenance logs to improve accuracy, efficiency, and visibility across divisions. 10. Monitor high-frequency issues (e.g., brake wear, battery failure, tire replacement) to inform procurement and lifecycle planning. 11. Create a maintenance feedback system where frontline officers can report issues directly to mechanics through a mobile or digital platform. 12. Standardize parts inventory to reduce vehicle downtime and improve repair turnaround. 13. Conduct annual review of shop productivity, tool availability, and training needs.
QM
14. Evaluate innovative contract and procurement strategies to identify cost savings. 15. Collaborate with regional and municipal partners on cost-sharing for procurement, and facilities. 16. Develop and implement a fully automated online system for uniform requests to be delivered to the end-user 17. Annual review of all inventory PAR levels 18. Define and implement procurement controlling for all capital purchases (i.e., formal procurement process) 19. Implementation of Amazon Business service wide.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief / Deputy Chief Support Services
Responsible:	Director Finance
Lead:	Materials Manager

5. Deliverables

Deliverable	Due Date
- Pending results of High Visibility Analysis – Implementation of any approved changes (Q2 2026) - Publish a Master Facility Plan (Q4 2026).	2026

Deliverable	Due Date
• Conduct facility assessments and space utilization review (Q4 2026) • Implementation of Amazon Business service wide (Q2 2026) • Implement minor facility upgrades based on risk and capacity priorities (Q4 2026) • Implement a fully automated online system for uniform requests (Q4 2026)	
• Implement major facility upgrades based on risk and capacity priorities (Q4) • Review of Fleet Structure (Q4) • Continue the implementation of High Visibility Vehicles (Q4) • Implementation of procurement controls for all capital purchases (Q4)	2027
• Introduction of a comprehensive Asset Management Plan (AMP). Track all NRPS infrastructure assets, including facilities, fleet, equipment, and technology (Q4). • Continue the implementation of High Visibility Vehicles (Q4) • Implement major facility upgrades based on risk and capacity priorities (Q4)	2028
• Operationalize infrastructure dashboard; publish 10-year capital forecast • Implement major facility upgrades based on risk and capacity priorities (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target) Performance indicators are designed to measure organizational improvement in infrastructure management and sustainability. Year-to-year variations may reflect construction timelines, funding availability, or broader economic conditions.
Key Performance Indicators (KPIs): Facilities • 80% of all buildings and areas have a full space review analysis (100% by Q4, 2026). Year over year, review at least 70%. • 100% of all requests for minor building renovations and furniture are processed through the correct channels (i.e., review and update process)

• % of assets covered under the Asset Management Plan. Target: 100% by Q4 2028
Fleet • % of vehicles receiving preventive maintenance on schedule 95% by 2027 • % of vehicles with the new High-Visibility characteristics (30-40% per year until completion in 2029) • Average days a vehicle is out of service for maintenance/repair. ≤ 3 days per service event • 100% of maintenance tasks logged digitally by Q4 2026 • % of parts availability for common repairs. 90% in stock at time of service • Mechanical work order completion rate (within 48 hours of request). 85% by 2027 • Annual review of most frequent vehicle issues completed. Conducted annually
QM • 80% of all inventory PAR levels reviewed annually • Reduce VISA p-Card Holders by 20% per year
Key Results (KR) KR1: Develop and publish a full Asset Management Plan by Q4 2028 KR2: Launch an interactive infrastructure dashboard with KPIs and forecasting tools by Q4 2028 Fleet OKR KR1: Complete 95% of preventive maintenance tasks on schedule by end of 2027 KR2: Reduce average vehicle downtime for service to 3 days or less by 2028 KR3: Transition 100% of vehicle maintenance logs to a digital tracking system by Q4 2026 KR4: Implement a cost-per-kilometre metric to monitor vehicle lifecycle efficiency by 2029

7. Resources

Resources Available
Facilities and fleet maintenance teams
Financial planning staff
Existing space data and facility records

8. NRPS Team Involved

Team
Finance Unit Facilities and Fleet Strategic Business Planning / Corporate Strategy and Innovation IT Executive Leadership Team

9. External collaborators

Organization / Entity
• Region of Niagara • Municipal Planning Departments • Public Works Departments

10. Risk Identification

Risk	Mitigation Strategy
Rising construction and maintenance costs	Use lifecycle costing and phased upgrades; explore cost-sharing options
Delays in Development Charges or grant approvals	Maintain backup funding streams and monitor grant cycles regularly
Urgent investment needs in aging infrastructure	Establish capital risk scoring and emergency funding protocols
Misalignment between facility plans and operational priorities	Embed operational input in capital planning and review annually
Resistance to shared or reconfigured space models	Conduct impact analysis, co-design solutions, and build stakeholder trust

11. Version Control

Date Modified:	October 20, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Training and Knowledge Exchange Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Strengthen learning and knowledge transfer to boost readiness, leadership capacity, and community trust
Action Plan:	Training and Knowledge Exchange Strategy

2. Scope

In compliance with the Community Safety and Policing Act, develop and implement a comprehensive, tiered training and knowledge-sharing framework to enhance organizational readiness, operational consistency, and leadership capacity. The strategy supports career-stage learning, procedural refreshers, mentorship, General Order accessibility, simulation-based readiness, and technology proficiency, enabling all members to perform confidently across roles and units. The plan emphasizes both sworn and civilian development and promotes continuous learning, scenario-based growth, and equity in access.

3. Activities for consideration

Activity
• Career-stage training framework. Design and implement tiered programs tailored to each rank from recruit to executive, including leadership, ethics, and decision-making content. • Procedural justice integration module. Explore opportunities to incorporate principles of procedural justice for in-service training. Including topics such as equitable decision-making and respectful communication. • Centralized training and course portal. Redesigning the digital portal listing all training opportunities, eligibility, registration, and live updates with feedback tools. • Digital systems proficiency training. Deliver mandatory modules aligned with major technology rollouts (e.g., E-notes, DEMS, CAD, BWC) and ensure frontline readiness. • Onboarding and reintegration learning paths. Standardize onboarding and return-to-duty learning covering General Orders, tech, wellness, and safety • Knowledge exchange hub integration.

Activity
Enhance the sharing of knowledge during transfers to enhance onboarding to a new position. For example develop an internal template that captures in more detail the responsibilities of a given position in addition to what is contained in the job description. • Learning workshops. Facilitate peer-to-peer sessions across units on topics such as de-escalation, crime trends, and major case responses. • Microlearning and scenario walkthroughs. Develop short digital videos for frontline briefings and in-field refreshers linked to operational needs.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Superintendent Executive Services
Lead:	Inspector Professional Development

5. Deliverables

Deliverable	Due Date
• Pilot a redesigned centralized training and knowledge portal with internal offerings (Q4)	2027
• Pilot a Knowledge exchange hub integration (Q4)	2026
• Integrate microlearning into roll-call briefings and LMS (Q4)	2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPI • % of officers trained on procedural justice principles. Target: 90% by 2029 (Pending baseline definition) • % of new Sworn supervisors who receive training within 12 months after promotion (Target 100% of supervisors) • Training satisfaction rate (via post-course surveys) (≥85% of participants (by 2029) who said that training increased their knowledge) determine baseline in 2026.

Indicators (Measure) / Value (Target)
Key Results (KR) KR1: Deliver tiered leadership training to 25% of Sergeants and Staff Sergeants by Q4 of each year of the plan, starting in 2027. KR2: Launch re-designed training portal and achieve 90% registration usage by Q2 2026 KR3: Achieve confidence in training adequacy by 10% YOY and then 85% by Q4 2029 (survey-based).

7. Resources

Resources Available
• Training Unit (16 Instructors + 2 Sergeant + 1 S/Sergeant) • Video Unit (4 civilian members)

8. NRPS Team Involved

Team
Training Unit, Human Resources/Career development, Sworn SMEs, Digital Learning Support Team, Video Unit, Corporate Communications, Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
• Canadian Police College • Ontario Police College • OPVTA • LMS - Canadian Police Knowledge Network, • Academic partners (e.g., Brock University / Leadership programs), • Community safety partners

10. Risk Identification

Risk	Mitigation Strategy
Low course uptake due to shift schedules	Offer blended/asynchronous formats and self-paced modules

Risk	Mitigation Strategy
Perceived favoritism in mentorship or training access	Use transparent registration, audit logs, and equal-opportunity processes
Knowledge gaps post-leave or promotion	Implement mandatory reintegration and promotion-based learning paths
Tech launches without readiness	Tie system go-lives to mandatory, tested training modules
Sworn officer resistance to digital learning	Use microlearning, scenario walkthroughs, and peer-led sessions

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Procedural justice:

- Jackson, J., Bradford, B., Giacomantonio, C., and Mugford, R. (2022). Developing core national indicators of public attitudes towards the police in Canada. *Policing and Society*, 33(3), 276–295. <https://doi.org/10.1080/10439463.2022.2102757>
- Rodrigo Canales et al., (2025) Shaping Police Officer Mindsets and Behaviors: Experimental Evidence of Procedural Justice Training. *Management Science* 0(0). <https://doi.org/10.1287/mnsc.2022.03243>
- G. Wood, T.R. Tyler, and A.V. Papachristos, Procedural justice training reduces police use of force and complaints against officers, *Proc. Natl. Acad. Sci. U.S.A.* 117 (18) 9815-9821, <https://doi.org/10.1073/pnas.1920671117> (2020).



INTERNAL CORRESPONDENCE

To: Chair and Members
From: Deb Reid
Dept: Niagara Police Service Board
Dept: Executive Director
Niagara Police Service Board

Date: October 16, 2025

**Re: Inspector General Advisory Bulletin 2.1
Board and Committee Meetings and Governance Requirements**

Purpose:

The purpose of this report is to ensure that the Niagara Police Service Board remains in full compliance with the meeting and governance provisions of the Community Safety and Policing Act, 2019 (CSPA) and its associated regulations.

A comprehensive review of the Board's meeting practices, procedures, and by-laws has been conducted in accordance with the Inspector General's Advisory Bulletin 2.1: Board and Committee Meetings. This review confirms that the Board continues to uphold the principles of transparency, accountability, and public accessibility, and the attached draft by-law ensures that all Board and Committee meetings are consistent with the requirements established under the CSPA and the recommendations of the Inspector General (IG).

Background and Discussion:

The IG released Advisory Bulletin 2.1: Board and Committee Meetings on September 25, 2025 (attached). Advisory Bulletins provide the IG's guidance to Boards and outline the IG's interpretation of relevant provisions of the CSPA, as well as leading governance practices.

The Executive Director reviewed Advisory Bulletin 2.1 and compared the Board's current meeting practices, procedures and by-laws to ensure alignment with both legislative requirements and best practices. This review was conducted in consultation with the Board's legal counsel and the Inspectorate of Police (IoP) Policing Services Advisor.

The following section provides the Board's responses in the same order as the headings and sections outlined in the IG's Advisory Bulletin 2.1.

What You Need to Know

The Board must conduct all business and deliberations in accordance with the CSPA. Meetings are structured to uphold transparency, accountability, and public confidence.

Status: CSPA compliant.

"Meeting" Definition

The Board should apply the Municipal Act definition when determining what constitutes a meeting. Quorum-based gatherings that materially advance Board business are treated as official meetings.

Status: CSPA Compliant. *The Executive Director has amended the Board's Procedural By-law (Section 2.12 "Definition of Meeting") to align with subsection 238(1) of the Municipal Act, as recommended by the IG.*

Meeting Notice – CSPA subsections 43(5)-(7)

Public meeting notices, agendas, and minutes must be published on the Board's website at least seven days in advance, except in extraordinary circumstances.

Status: CSPA compliant.

Transparency and Open Meetings – CSPA subsection 43(3)

All Board and committee meetings must be open to the public, except where a closed session is permitted under the CSPA. Meeting locations and formats must ensure public accessibility.

Status: The Board's Procedural By-law has been revised to ensure compliance with the CSPA. Member polling has been removed, and the agenda format has been updated to reflect the appropriate order of business.

Polling Board Members outside of a properly constituted meeting, whether by phone, email or other electronic means, does not comply with the CSPA. In the municipal context, the Ombudsman has issued several findings confirming that informal polling or electronic decision-making, even in emergency or extraordinary circumstances, contravenes open meeting rules. These practices are inconsistent with transparency requirements, regardless of whether the outcome is later ratified at a public meeting. Accordingly, the Board's Procedural By-law has been updated to incorporate the guidance outlined in the IG's Advisory Bulletin, ensuring full alignment with the CSPA and open meeting provisions.

The Board's agenda format has also been revised to reflect a single meeting structure that includes both open and closed sessions. The open portion is closed by resolution in compliance with CSPA subsection 44(1), after which the meeting proceeds in closed session. The closed session then concludes with a resolution to return to open session, and the meeting continues until adjournment.

Closed Meetings – CSPA subsections 44(2)-(6)

Closed meetings are held only when permitted by the CSPA, and resolutions identify the applicable authority and general nature of the matter considered.

Status: CSPA compliant.

Agenda Considerations – CSPA subsection 44(1)

The Board considers whether any portion of the agenda should be closed to the public in accordance with the CSPA.

Status: CSPA compliant.

Resolution Closing Meeting – CSPA subsection 44(1)

When the public is excluded, the Board must pass a resolution in open session stating the fact of the closure and the general nature of the matter to be discussed.

Status: CSPA compliant. *The Executive Director has updated the closed meeting resolution on the public agenda to cite the specific CSPA authority for excluding the public as recommended by the IG.*

Board Delegation and Committees – CSPA subsections 42(1)-(4)

Committees are established through by-law, with defined powers, duties, composition, and quorum consistent with the CSPA.

Status: CSPA compliant.

Quorum – CSPA subsection 43(2)

Meetings proceed only when quorum is achieved as defined under the CSPA. Vacancies and member restrictions are managed in accordance with the Act.

Status: CSPA compliant. *The Executive Director has updated the Board's Procedural By-law to clarify that Board Members shall not be counted toward quorum where they are prohibited from exercising their powers or performing their duties of their office because of failing to complete mandatory training, or where they are suspended or on a leave of absence, as recommended by the IG.*

Meeting Frequency – CSPA subsection 43(1)

The Board holds at least four meetings per year and schedules additional meetings as required to meet statutory and governance responsibilities.

Status: CSPA compliant.

Record of Meeting – CSPA subsection 43(4)

Records of all meetings, including resolutions and decisions, are maintained for both open and closed sessions in accordance with the CSPA.

Status: CSPA compliant.

Meeting Practice Examination and Potential Changes to Practice

The Board's meeting practices should be reviewed, and procedures adjusted to align with the recommendations made by the IG and his interpretation of various provisions of the CSPA.

Status: CSPA compliant.

Emergency and Special Meetings

Emergency and special meetings are convened in accordance with the CSPA, with notification provided to the IoP as required.

Status: CSPA compliant.

What We Will Do

The Board should continue to work collaboratively with the IoP and its assigned Police Services Advisor to ensure continued adherence to CSPA requirements and the adoption of leading governance practices.

Status: CSPA compliant.

A copy of the Board's revised Procedural By-law is attached. The revisions made are highlighted in yellow.

Recommendation:

That the information be received;

And further, that the Board approve the revised Procedural By-law 537-2025 as appended to the report.



Deb Reid
Executive Director

Encl. (2)

REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

BY-LAW 537-2025

A By-law Governing the Proceedings of the Board

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BY-LAW NO. 537-2025
A BY-LAW GOVERNING THE PROCEEDINGS OF THE
REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

1. PREAMBLE

- 1.1 WHEREAS Part IV of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1* provides that a municipal board is to have policing responsibility for the municipality;
- 1.2 AND WHEREAS Section 37 (1) of the *Act*, provides that a Board shall provide adequate and effective policing in the area for which it has policing responsibility as required by Section 10 of the *Act*;
- 1.3 AND WHEREAS pursuant to Section 43 (1) of the *Act*, a Board shall hold at least four meetings each year;
- 1.4 AND WHEREAS Section 46 of the *Act* provides that a Police Service Board shall establish its own rules and procedures in performing its duties under this *Act* and the regulations;
- 1.5 AND WHEREAS the Police Service Board deems it expedient to pass such a by-law to make rules and regulations governing the orders and procedures of the Board:

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

2. INTERPRETATIONS

For the purposes of this By-law:

Definitions	2.1 "Act" or "CSPA" means <i>Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1</i> and amendments thereto; 2.2 "Acting Chair" means the Vice-Chair who shall act as the Chair if the Chair is absent or if the Chair's position is vacant, pursuant to Section 36 (2) of the <i>Act</i> or as prescribed by Section 7 of this By-law; 2.3 "Agenda" means the document prepared for distribution as prescribed by Section 15 of this By-law; 2.4 "Board" means the means the Regional Municipality of Niagara Police Service Board;

- 2.5 “*Chair*” means the Member elected as Chair of the Board by its Members pursuant to Section 36 (1) of the *Act*;
- 2.6 “*Chief*” means the Chief of Police of the Niagara Regional Police Service;
- 2.7 “*Closed Meeting*” means a meeting that is closed to the public in accordance with Section 44 the *Act*;
- 2.8 “*Committee*” means a Standing or Special Committee established by the Board, pursuant to Section 42 of the *Act*;
- 2.9 “*Deputation*” means an address to the Board or its Committees at the request of a person wishing to speak;
- 2.10 “*Executive Director*” means the person who has been appointed to the Executive Director position by the Board;
- 2.11 “*Majority vote*” means an affirmative vote of more than one-half of the Members present and voting;
- 2.12 “*Meeting*” means any regular, special or other gathering of the Board or a Committee where a quorum of members is present, and members discuss or otherwise deal with any matter in a way that materially advances the business or decision making of the Board or a Committee;
- 2.13 “*Member*” means a Member of the Niagara Police Service Board and includes the Chair and Vice-Chair;
- 2.14 “*Motion to defer*” means a motion to delay consideration of a matter until later in the same meeting or to a future meeting of the Board or a Committee;
- 2.15 “*Motion to receive*” means a motion to acknowledge the particular item, report or recommendation under consideration and to have it placed in the records of the Board with no additional action being taken;
- 2.16 “*Motion to refer*” means a motion to dispose of a question under consideration, with or without any proposed amendment, in order to seek consideration by, and if deemed desirable, one or more reports from the Chief of Police, Executive Director or other official or Committee;
- 2.17 “*Motion to table*” means a motion to postpone without setting a definite date as to when the matter will be considered again;
- 2.18 “*Notice of motion*” means an oral notice or written motion received by the Executive Director, moved by a Member, and seconded by another Member, for inclusion on an agenda of a meeting of the Board or a Committee;
- 2.19 “*Pecuniary Interest*” means a direct or indirect pecuniary interest of a Member as defined in the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50 (see Appendix B);

- 2.20 *“Point of order”* means a question by a Member with the view to calling attention to any issue relating to this By-law or the conduct of the Board’s business or in order to assist the Member in understanding the Board’s procedures, making an appropriate motion, or understanding the effect of a motion;
- 2.21 *“Point of privilege or personal privilege”* means a question by a Member who believes that another Member has spoken disrespectfully towards that Member or another Member who considers that his or her integrity or that of a Member has been impugned or questioned by a Member;
- 2.22 *“Presentation”* means an address to the Board or Committee at the request of the Board or a Committee of the Board;
- 2.23 *“Quorum”* means a majority of the Members of the Board in accordance with Section 43 (2) of the *Act*;
- 2.24 *“Recorded vote”* means a written record of the name and vote of every Member voting on any matter or question;
- 2.25 *“Region”* means the Regional Municipality of Niagara;
- 2.26 *“Resolution”* means the decision of the Board on any motion;
- 2.27 *“Service”* means the Niagara Regional Police Service;
- 2.28 *“Special Meeting”* means a meeting other than a regularly scheduled meeting, called pursuant to Section 12 of this By-law;
- 2.29 *“Two-thirds majority vote”* means an affirmative vote of at least two-thirds of the Members present and voting;
- 2.30 *“Vice Chair”* means the Member elected as the Vice Chair of the Board by its Members pursuant to Section 36 (2).

3. APPLICATION

<i>General Application</i>	3.1	The rules of procedure contained in this By-law shall be observed in all proceedings and shall be the rule for the order and dispatch of business before the Niagara Police Service Board.
<i>Committee Rules</i>	3.2	The rules of procedure contained in this By-law shall be observed, with necessary modifications, in proceedings of all Committees of the Board.
<i>Suspension of Rules and Regulations</i>	3.3	The rules of procedure may be suspended at such time or times and upon such conditions as may be deemed appropriate by an affirmative vote of at least two-thirds (2/3) of the Members of the Board.
<i>Procedures Not Covered in By-Law</i>	3.4	All points of order or procedure for which rules have not been provided in this By-law shall be decided by the Chair in accordance as far as reasonably practicable, with the rules of parliamentary procedure as contained in Robert’s Rules of Order.

<i>Statutes of Ontario to Prevail</i>	3.5	Should any provision of this By-law be or become in contravention of any legislation of the Province of Ontario, the provincial legislation shall prevail.
<i>Statutory Requirements</i>	3.6	Notwithstanding anything in this By-law, where the Board or a Committee convenes for the purpose of holding a hearing as required by any statute, the provisions of the statute and the <i>Statutory Powers of Procedure Act</i> shall govern the proceedings.
<i>Amendments to Rules</i>	3.7	This By-law shall not be amended or repealed except by the concurring votes of at least two-thirds (2/3) of the Members of the Board and a notice of motion to amend this By-law must be delivered to each Board Member and the Executive Director at least two weeks prior to the meeting at which the motion to amend is to be considered.

4. ELECTION OF THE CHAIR AND VICE-CHAIR

<i>Election of Chair</i>	4.1	Pursuant to Section 36 (1) of the <i>Act</i> , the Board shall elect a Chair at its first meeting in each year.
<i>Election of Vice-Chair</i>	4.2	Pursuant to Section 36 (2) of the <i>Act</i> , the Board may also elect a Vice-Chair at its first meeting in each year.
<i>First Meeting in Each Year</i>	4.3	The election of the Chair and Vice-Chair shall be conducted at the first meeting of the Board in each year.
<i>Term</i>	4.4	The Chair and Vice-Chair of the Board shall hold office for a one-year term until their successors are elected in accordance with the <i>Act</i> and this By-law.
	4.5	The Chair and Vice-Chair may be elected for more than one term.
<i>Nominations</i>	4.6	The Executive Director shall act as presiding officer at the first meeting of the Board in each year until the Chair and Vice-Chair are elected and shall call for nominations.
<i>Form of Nomination</i>	4.7	Each nomination shall be made openly and shall have the consent of the nominee and be seconded by a Member.
<i>Eligibility</i>	4.8	A nominee is a person whose candidacy for the position of Chair or Vice-Chair has been moved and seconded by Members present at the first meeting of the Board in each year. For greater clarity, the nominee is not eligible to act as mover or seconder for their own nomination.
<i>Nominations Closed</i>	4.9	Where it appears to the Executive Director, by asking for further nominations and receiving no response, that there are no further nominations, the Executive Director shall call for a motion declaring nominations closed.
<i>Speakers</i>	4.10	After nominations have been closed, each mover and seconder of a nominee and each nominee shall, prior to the vote being taken, be permitted to speak to the nomination of not more than five (5) minutes.

<i>Order of Speakers</i>	4.11	The speakers shall be called upon to address the Board in alphabetical order of the nominees' surnames.
<i>Withdrawal</i>	4.12	A nominee may withdraw his or her name at any time prior to the vote being called.
<i>Vote</i>	4.13	A vote shall be taken regardless of the number of nominations. No vote shall be taken by ballot or any other form of secret voting.
<i>No Majority Obtained</i>	4.14	If there are more than two nominees who elect to stand and, if upon the first vote no nominee receives the majority required for election, the name of the nominee receiving the least number of votes shall be dropped and the Board shall proceed to vote again and continue until either: (a) a nominee receives the majority required for election at which time such nominee shall be declared or elected; or (b) it becomes apparent by reason of an equality of votes that no nominee can be elected. In this case, each nominee shall address the Board for a maximum of five (5) minutes, followed by a ten minute recess, and another vote. If no nominee is elected at this time, the Board shall rely on seniority of a Board Member (i.e. date of appointment) to elect the Chair.
<i>Announcement</i>	4.15	When voting is completed, the Executive Director shall announce the new Chair.
<i>Election of Vice-Chair</i>	4.16	The election of the Vice-Chair shall follow the procedure set out for the election of the Chair.

5. DUTIES OF THE CHAIR

<i>Chair's Duties</i>	5.1	It is the duty of the Chair to: (a) preside at all meetings of the Board so that its business can be carried out efficiently and effectively; (b) be the spokesperson for the Board; (c) to represent the Board at official functions; (d) commence the meetings of the Board by taking the Chair and calling the meeting to order, as soon as a quorum is present; (e) announce the business before the Board and the order in which it is to be acted upon; (f) receive and submit, in proper manner, all motions presented by the Members; (g) put to a vote all motions which are moved or which necessarily arise in the course of the proceedings, and to announce the result; (h) announce the results of the vote on any motions presented for a vote; (i) sit as ex-officio as a Member of all Committees of the Board and be entitled to participate and vote at the meetings; (j) decline to put to a vote on motions which do not comply with this By-law or which are not within the jurisdiction of the Board; (k) maintain order and preserve the decorum of the meeting;

- (l) where it is not possible to maintain order, to adjourn or suspend the meeting to a time specified by the Chair, without any motion being put;
- (m) to permit any question to be asked through the Chair or any employee of the Niagara Regional Police Service in order to provide information to assist in any debate when the Chair deems it proper;
- (n) adjourn the meeting when business is concluded or upon a motion to adjourn or to recess the meeting as required.

Signature 5.2 The Chair and Executive Director shall authenticate by his or her signature, as required, all documentation for and on behalf of the Board including but not limited to By-laws, agreements, resolutions and minutes, which have been approved by the Board.

6. DUTIES OF VICE-CHAIR

Vice-Chair's Duties 6.1 The duties of the Vice-Chair shall be:

- (a) The Vice-Chair shall act in the absence of the Chair and shall have the same authority as the Chair would have if present.
- (b) In the absence of both the Chair and the Vice-Chair at a meeting, the Members present shall elect a chair for the purpose of presiding over the meeting.

7. ACTING CHAIR

Appointment of Acting Chair 7.1 In case the Chair does not attend within fifteen (15) minutes of the time a quorum is present after the scheduled commencement time for a meeting of the Board, or after the resumption after an adjournment or recess, the Vice-Chair shall serve as Acting Chair. In the absence of the Chair and the Vice-Chair, the Executive Director shall call the Members to order and an Acting Chair shall be appointed from among the Members present and he or she shall preside until the arrival of the Chair or the Vice-Chair.

Designation 7.2 The Chair may designate the Vice-Chair, or in the absence of the Vice-Chair, another Member as Acting Chair during any part of a Board meeting when he or she leaves the Chair for any reason.

Authority of Acting Chair 7.3 The Acting Chair shall have and may exercise all the rights, power and authority of the Chair under this By-law.

8. CONDUCT OF MEMBERS

Members' Conduct 8.1 Pursuant to Section 35 (6) of the *Act*, every Member of a Board shall comply with the prescribed code of conduct as outlined in Ontario Regulation 408/23, made under the *Act*, set out in Appendix "A" to this By-law.

9. DUTIES OF THE EXECUTIVE DIRECTOR

Duties of Executive Director 9.1 The duties of the Executive Director pertaining to meetings of the Board shall be:

- (a) Serve as the administrative link between the Board, the Chief, the Board's legal counsel and labour negotiator, Committees of the Board, the media and members of the community;
- (b) Organize meetings, prepare agendas for the meetings, in consultation with the Chair, and ensure their timely distribution;
- (c) Attends all Board meetings and Committee meetings;
- (d) Record the minutes of the proceedings at meetings of the Board and Committees of the Board;
- (e) Receive all communications addressed to the Board;
- (f) Prepare and issue all communications arising from the proceedings of the Board, unless otherwise directed by the Board;
- (g) Maintain a current record of Board resolutions requiring further or future actions and to keep the Board informed of these matters;
- (h) Organize and maintain an annual calendar of monitoring and other reports to be received by the Board; and
- (i) Report on the performance indicators and annual activities of the Board.

10. MEETINGS OF THE BOARD

<i>Regular Meetings</i>	10.1	The regular meetings of the Board shall be held at least four times each year pursuant to Section 43 (1) of the <i>Act</i> .
<i>Location, Time and Frequency</i>	10.2	The Board shall hold its regular meetings at 9:30 am on the fourth Thursday of the month, in the Police Services Community Room, First Floor, of the Niagara Regional Police Service – Headquarters Building, 5700 Valley Way, Niagara Falls, Ontario, in accordance within the schedule adopted annually by the Board; or at such place, time or manner, such as audio or video conferencing, as may be determined by the Board.
<i>Alternative Date and Time</i>	10.3	The Board may cancel the next regular meeting or may change any one or more of its dates, its time or its place, upon the concurring votes of a majority of the Members.
<i>Notice to Members</i>	10.4	Notice to Members of all meetings, agendas, agenda items, cancellations and postponements shall be provided by the Executive Director to Members by email. It may also be provided by telephone or personal contact in the case of an emergency.
<i>Notice to Media and Public</i>	10.5	Notice of all public meetings, agendas, cancellations and postponements shall be provided to the public and the media by issuing a media release and posting on the Internet, and with the Office of the Regional Clerk, Niagara Region, at least seven (7) days before the meeting is to be held and updated as required, except in extraordinary circumstances, pursuant to Section 43 (5), (6), (7) of the <i>Act</i> .
<i>Audio/Video Recording</i>	10.6	Public meetings may be video and audiotaped, televised, or otherwise electronically or mechanically recorded as long as the recording does not interfere with the proceedings of the meeting.
<i>Audio/Video Conferencing</i>	10.7	Electronic participation through audio or video conferencing is permitted for regular Board meetings, committee meetings and any special or emergency

meetings. The Board Members who are participating electronically are deemed present for the purposes of quorum when participating in meetings and are permitted to vote accordingly.

<i>Audio/Video Conferencing at In-Person Meetings</i>	10.8	A Member may make a request of the Chair, at least 24 hours before the scheduled commencement of an in-person meeting, that the Member be permitted to participate in the meeting by means of audio or video conferencing. The Chair may grant permission if the Member can be connected to the meeting by such means. If the Member participates in the meeting by such means, the Member shall be deemed to have been present at the meeting for the purposes of the <i>Act</i> .
<i>Failure to Meet Notice Provisions</i>	10.9	The Executive Director shall use his or her best efforts to satisfy the notice provisions set out in this section. Failure of the Executive Director to satisfy any of the notice provisions contained in this section does not invalidate the meeting or any proceeding at the meeting.
<i>Meeting Attendees</i>	10.10	Every person attending the Board meeting, except for Board Members and Board staff, authorized police staff and others authorized by the Chair or the Board, shall remain in the audience portion of the boardroom before, during and after any meeting.
<i>Expulsion</i>	10.11	The Chair may cause to be expelled and exclude any member of the public who creates any disturbance or acts improperly during a meeting of the Board.

11. LIVE-STREAMED/VIDEO RECORDED MEETINGS

<i>Live Stream/Video Recording</i>	11.1	In the event the Board live streams and/or video records its meeting(s) the following shall apply:
<i>Delegate Opinions</i>	11.2	Opinions of delegates are their own and the Board is not responsible for delegates comments or any materials delegates choose to provide.
<i>Video Posting</i>	11.3	The Board will post, as soon as practicable following the meeting, the archived live stream video.
<i>Not Official Record</i>	11.4	A recorded video of a Board and/or Committee meeting is not an official record of that meeting. The official record of the Board and/or Committee meeting shall consist solely of the Minutes approved by the Board. The video is available for details and content.

12. SPECIAL MEETINGS OF THE BOARD

<i>Special Meeting</i>	12.1	The Chair may at any time, summon a special meeting.
	12.2	The Executive Director may summon a special meeting on the request of the majority of the Members of the Board.
<i>Location, Time and Frequency</i>	12.3	Special meetings will take place in a location or manner such as audio or video conferencing or as deemed most appropriate by the Chair, or Executive Director as the case may be.

<i>Notice of Special Meeting</i>	12.4	Written notice of special meetings of the Board or its Committees, other than one summoned by verbal notice, setting out the time and place of the meeting and detailing the matters to be considered, shall be delivered to all Members not less than 24 hours prior to the meeting in accordance with Section 10.4 of this By-law. Notice of all special public meetings shall be provided in accordance with Section 10.5 of this By-law.
<i>Process to Summons</i>	12.5	A special meeting may be summoned by verbal notice provided that at least two-thirds (2/3) of the Members of the Board consent to the time, the place, the manner and the matter to be considered and that the decision to summon the meeting is later ratified by the Board.
<i>Matters Decided at Special Meeting</i>	12.6	At special meetings of the Board, the Board shall not decide upon any matter unless the matter has been specified in the notice calling the special meeting. This provision may be waived only where all Members are present to vote upon a motion to waive it and only with a two-thirds majority vote.
<i>Failure to Meet Notice Provisions</i>	12.7	The lack of receipt of a notice of, or an agenda for, a special meeting by any Member shall not affect the validity of the special meeting or any action taken thereat.

13. EMERGENCY MEETINGS

<i>Emergency Meeting</i>	13.1	Notwithstanding any other provision of this By-law, an emergency meeting may be called by the Chair without written notice to deal with an emergency or extraordinary situation, provided that an attempt has been made by the Executive Director to notify the Members about the meeting as soon as possible and in the most expedient manner available.
<i>Agenda Items</i>	13.2	The only business to be dealt with at an emergency meeting shall be business dealing with the emergency or extraordinary situation.
~~<i>Member Polling</i>~~	~~13.3~~	~~At the discretion of the Chair and with the consent of the majority of the Members of the Board, an emergency or extraordinary situation may be dealt with by means of telephone or electronic polling, or other communication method as to permit all persons participating to communicate adequately with each other. The Board's decision must be reported back at the next regularly scheduled meeting for ratification.~~
<i>Failure to Meet Notice Provisions</i>	13.3	The lack of receipt of a notice of, or an agenda for, an emergency meeting by any Member shall not affect the validity of the emergency meeting or any action taken thereat.

14. QUORUM

<i>Quorum – Board</i>	14.1	Four Board Members constitutes a quorum of the Board for the purpose of Board meetings.
<i>Quorum – Exclusions</i>	14.2	Board Members shall not be counted toward quorum where they are prohibited from exercising their powers or performing their duties of their office as a result of failing to complete mandatory training, or where they are suspended or on a

leave of absence.

<i>Quorum – Committees</i>	14.3	Quorum for Committees shall be as established by the Board in the By-law creating such Committee.
<i>Call Meeting to Order</i>	14.4	As soon after the hour of the meeting as a quorum is present, the Chair shall take the chair and call the meeting to order.
<i>No Quorum at Beginning</i>	14.5	If a quorum is not present within thirty (30) minutes after the scheduled time of a meeting, then the Executive Director shall record the names of the Members of the Board present and the meeting shall stand adjourned until the date of the next meeting of the Board.
<i>Loss of Quorum During Meeting</i>	14.6	If a quorum is lost during a meeting of the Board then the Chair shall, upon determining that a quorum is not present, request the Executive Director to call for a quorum for a period of fifteen (15) minutes, or until a quorum is present, whichever is sooner.
<i>Idem</i>	14.7	If there is still no quorum of the Board after fifteen (15) minutes, the meeting shall stand adjourned, and the Executive Director shall record the names of the Members present. In this case, all unfinished business shall be carried forward to the next meeting of the Board.

15. BOARD AGENDAS

<i>Materials for Agendas</i>	15.1	Except as otherwise provided by this By-law, all correspondence, notices of motion, and other communication addressed to the Board which is received by the Executive Director at least 10 days prior to a regular meeting shall be placed on the agenda and shall be dealt with at the next regular monthly meeting. Agenda materials received less than 10 days prior to the date of the regular meeting may be added to the agenda by permission of the Board Chair.
<i>Redirection of Police Operational Matters</i>	15.2	Where, in the opinion of the Executive Director, the subject matter of any communication is properly within the jurisdiction of the Niagara Regional Police Service, such communication shall be referred to the Chief of Police for the necessary action without prior reference to the Board.
<i>Agenda</i>	15.3	The Executive Director shall prepare the agenda, under the direction of the Chair, for distribution with the routine order of business for regular meetings of the Board to be as follows: (a) Call to Order; (b) Roll Call; (c) Land Acknowledgement Statement (d) Declarations of Conflict/Pecuniary Interest by Members; (e) Adoption of Minutes of Previous Meetings; (f) Verbal Reports from the Board Chair; (g) Verbal Reports from the Chief of Police; (h) Presentations and/or Deputations; ~~(i) Unfinished Business (if any);~~ (i) Consent Agenda – Communications to Receive for Information (j) New Business – Communications for Consideration;

- (k) Other **New** Business (if any) – Additional Communications from Board Members or Chief of Police;
- (l) **Motion for Closed Session Meeting(s); - Identify the applicable CSPA authority and general nature of the matters to be considered in closed session**
- (m) Reports from Closed Session;
- (n) Adjournment.

<i>Delivery of Agenda</i>	15.4	The Executive Director shall cause to be delivered to each Member at least seven (7) days before the scheduled time for a meeting the agenda and copies of related materials.
<i>Order of Business</i>	15.5	The business of the Board shall, in all cases, be taken up in the order in which it appears on the agenda, unless otherwise decided by the Board. Any matter on the agenda not decided by the Board shall be placed on the agenda of the next regular meeting of the Board.
<i>Circulation to Public</i>	15.6	As soon as agenda information is published and distributed by the Executive Director to the Members, the information may be made available to the public, and may be discussed in public by Board Members, except for information relating to matters to be considered in Closed Session.
<i>Communications</i>	15.7	Every communication intended to be presented to the Board or its Committees must be legibly written or emailed and must contain the signature or e-signature and contact address of at least one person and preferably the addresses and contacts of all signatories. For all communications submitted, there shall be designated a contact person to whom the Executive Director can communicate on behalf of the Board or a Committee.
<i>Consent Agenda</i>	15.8	All or several items on the agenda for a meeting containing a recommendation to “receive for information” may be adopted by a single motion. Any specific items of business will be provided individual deliberation and debate upon the request of any Member.
<i>Introduction of Business Not Included on Agenda</i>	15.9	No business shall be introduced at a meeting which has not been included on the agenda for such meeting unless the person seeking to introduce the business obtains the approval of a majority of the Members of the Board present at the meeting.

16. BOARD MINUTES

<i>Minutes</i>	16.1	The Executive Director shall cause minutes to be taken of each meeting of the Board, which shall include: (a) the place, date and time of the meeting; (b) the name of the Chair and the attendance of the Members, the Executive Director, senior staff of the Niagara Regional Police Service, names of presenters and external delegations; (c) the confirmation and correction of the minutes of the previous meeting; (d) declarations of conflict of interest or pecuniary interest; (e) all other proceedings of the Board without note or comment.

<i>Approval</i>	16.2	The Minutes of each Board Meeting shall be presented to the Board for approval at the next regular Meeting.
<i>Signature</i>	16.3	After the Board Minutes have been approved by the Board, they shall be signed by the Chair and the Executive Director, and sealed.
<i>Posting of Minutes on Internet</i>	16.4	The approved public minutes of the Board shall be posted on the Board's web page.

17. DISCLOSURES OF CONFLICT/ PECUNIARY INTEREST

<i>Method of Disclosure</i>	17.1	Where a Member has any pecuniary interest in any matter and is present at a Board meeting or Committee meeting at which the matter is the subject of consideration, the Member shall; (a) prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof; (b) not take part in the discussion of, or vote on, any question in respect of the matter; and (c) not attempt in any way, whether before, during or after the meeting, to influence the voting on any such question.
<i>Requirements to Notify</i>	17.2	Members who declare a conflict shall complete a "Declaration of Interest" form as a formal record of their disclosure in accordance with the Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50 (s. 5.1) as amended March 1, 2019 and O. Reg. 408/23: Code of Conduct for Police service Board Members. The completed form will be retained on file by the Executive Director.
<i>Closed (Confidential) Sessions</i>	17.3	Where a meeting is not open to the public, in addition to complying with the requirements set out above, the Member shall forthwith leave the meeting for that part during which the matter is under consideration.
<i>Absence – Disclosure at Next Meeting</i>	17.4	Where the interest of a Member has not been disclosed by reason of his or her absence from the particular meeting, the Member shall disclose his or her interest at the next meeting at which such Member attends.
<i>Record of Disclosure</i>	17.5	The Executive Director shall record in reasonable detail the particulars of any disclosure of pecuniary interest made by a Member, and this record shall appear in the Minutes of that particular meeting of the Board or of Committee.

18. RULES OF DEBATE

<i>General</i>	18.1	All Members of the Board shall exercise their right to debate within the framework set out in these rules.
<i>Recognition of Member</i>	18.2	To address the Board, a Member shall raise his or her hand and be recognized by the Chair and direct all comments through the Chair.
<i>Order of Speakers</i>	18.3	When two or more Members indicate their desire to speak at the same time, the Chair shall designate the order of speakers.

<i>Address the Chair</i>	18.4	Every Board Member, prior to speaking, must address the Chair, and all remarks must be directed through the Chair.
<i>Relevancy</i>	18.5	All remarks and comments must be relevant to the question under consideration and the Chair shall be the judge of such relevancy.
<i>Interruptions</i>	18.6	When a Member is speaking, no other Member shall interrupt the Member except to raise a point of order, privilege or personal privilege.
<i>Read Motion</i>	18.7	A Member may require the question or motion under discussion to be read at any time during the debate, but not so as to interrupt a Member who is speaking.
<i>Speaking to a Question</i>	18.8	No Member shall speak more than once to the same question or motion without leave of the Board.
<i>Reply</i>	18.9	Notwithstanding Section 18.8, a reply may be made by the Member who has presented a motion to the Board, following the conclusion of the speeches of the other Members.
<i>Speaking Time</i>	18.10	No Member shall speak to the same question or motion, or in reply, for more than five (5) minutes, without leave of the Board.
<i>After Question Put by Chair</i>	18.11	After the question has been put by the Chair, no Member shall speak to the question nor shall any other motion be made until after the vote is taken and the result has been declared.
<i>Points of Order</i>	18.12	When a Member desires to address a point of order, the Member shall ask leave of the Chair to raise a point of order and after leave is granted the Member shall state the point of order to the Chair and the point of order shall be forthwith decided by the Chair.
<i>Chair to Rule on Point of Order</i>	18.13	Thereafter, a Member shall only address the Chair for the purpose of appealing the Chair's decision to the Board.
<i>Decision Final</i>	18.14	If no Member appeals, the decision of the Chair is final.
<i>Idem</i>	18.15	The Board's decision is final if the Chair is challenged.

19. RULES OF VOTING

<i>General</i>	19.1	All voting, except with respect to the election of the Chair and Vice-Chair, shall be conducted in the manner prescribed by the rules in this section.
<i>Put Question to Vote</i>	19.2	When the Chair is putting a question to vote, no Member of the Board may leave the room or cause any disturbance.
<i>Every Member Votes</i>	19.3	Every Member of the Board, including the Chair, who is present when a question is put shall vote thereon, unless disqualified by a conflict of interest.
<i>Failure to Vote</i>	19.4	The failure to vote by a Member who is not disqualified by a conflict of interest shall be deemed to be a negative vote.

<i>Manner of Vote</i>	19.5	The manner of determining the decision of the Board on a question shall be at the discretion of the Chair and may be by show of hands, voice or otherwise.
<i>Equality of Votes</i>	19.6	Where there is an equality of votes on any decision, the question shall be deemed to be lost.

20. MOTIONS AND NOTICES OF MOTIONS

<i>Jurisdiction</i>	20.1	A Motion or Notice of Motion in respect of a matter which is not within the jurisdiction of the Board, shall not be in order and shall not be considered by the Board.
<i>Introduction of Additional Items</i>	20.2	No Member shall introduce any item to the Board for its consideration unless: (a) the item relates to a matter on the agenda for that meeting; (b) the matter is of an urgent nature; or (c) leave is granted on a two-thirds majority vote.
<i>Oral Motions</i>	20.3	The following may be introduced orally without written notice and without leave of the Board: (a) a point of order or privilege; (b) presentation of petitions; (c) a motion to waive or suspend the rules of procedure; (d) any other procedural motion; (e) a motion to recess; (f) a motion to adjourn; (g) a motion to call the question; (h) a motion to retire into a confidential session; (i) a motion to receive an item; (j) a motion to table an item; (k) a motion to refer; (l) a motion to defer; (m) a simple amendment; (n) a motion to adopt a recommendation; or (o) the motion relates to a report which was distributed with the agenda.
<i>Must be Seconded</i>	20.4	A motion shall be moved and seconded before the Chair shall put the question and the motion is recorded in the minutes of the meeting.
<i>Wording</i>	20.5	All motions or notice of motions shall be worded in the affirmative, where possible, and shall express fully and unambiguously the intention of the mover.
<i>Emergency Motion</i>	20.6	Notwithstanding the above, any motion may be introduced for consideration by the Board in a situation deemed to be an emergency by the Chair.
<i>Substantive Motion</i>	20.7	There may be only one substantive motion before the Board at any time.
<i>Motion to Amend</i>	20.8	A motion may be amended during debate provided that the motion to amend is relevant and not in direct opposition to the main question.

	20.9	Only one motion to amend an amendment to the question shall be allowed.
<i>Withdrawal</i>	20.10	After a motion has been seconded, it may be withdrawn by the mover and the seconder at any time before a vote is taken.
<i>Refer to Question</i>	20.11	A motion to refer a question shall include the name of the committee, body or official to whom the question is to be referred.
<i>Direction to Chief</i>	20.12	A direction to the Chief of Police by the Board shall be authorized by resolution of the majority of the Members present.
<i>Not Debatable</i>	20.13	The motions referred to in 20.3 (e), (f), (g), (j) and (l) are not debatable.
<i>Deemed Carried</i>	20.14	A motion is deemed carried where a majority of the quorum votes in the affirmative.
<i>Procedure on Motions</i>	20.15	The procedure on a motion is as follows: (a) the Chair shall read, state or verbally acknowledge each motion presented, whereupon the motion shall be deemed to be in the possession of the Board; (b) the motion shall be seconded; (c) the Chair shall restate the motion and open debate; (d) the motion shall be debated in accordance with Section 18; (e) the question shall be put to the Board by the Chair; (f) vote shall be taken in accordance with Section 19; (g) the motion shall be declared carried or lost.
<i>Chair to Refrain as Mover</i>	20.16	The Chair shall refrain from moving motions.
<i>Motion to Reconsider</i>	20.17	A motion to reconsider a matter previously decided by the Board shall be permitted within 12 months of the original motion where a Board Member, who voted in the majority, gives notice in writing which is included in the agenda that he or she will move at the next meeting that a matter be reconsidered.
<i>Idem</i>	20.18	A motion to reconsider is not required after the expiration of 12 months from the date the matter was previously decided, or if new material facts respecting the previously decided arise. In those cases, the motion procedures of 20.15 apply.
<i>Idem</i>	20.19	A motion to reconsider requires an affirmative vote of at least two-thirds (2/3) of the Members of the Board to pass.

21. OUTSTANDING INQUIRIES AND MOTIONS

<i>General</i>	~~21.1~~	~~Inquiries made at a meeting of the Board may be introduced orally or in writing and shall be recorded in the Minutes of the meeting.~~
<i>Follow-up</i>	21.1	Following each Board meeting, the Executive Director will forward in writing any inquiries or motions requiring action or a subsequent report to the Chief of Police or other person assigned responsibility for responding.

<i>Written Response</i>	21.2	The response shall be submitted in writing to the Executive Director for inclusion in an upcoming Board agenda.
<i>Record Keeping</i>	21.3	The Executive Director shall keep a record of all inquiries and motions requiring a response and shall submit a list of outstanding inquiries and motions to the Board on a quarterly basis.

22. PUBLIC AND CLOSED MEETINGS

<i>Meetings Open to Public</i>	22.1	Meetings of the Board shall be open to the public except as provided for in Section 44 of the <i>Act</i> and this Section of the By-law and no person shall be excluded from a meeting open to the public except for improper conduct as determined by the Chair.
<i>Public Access</i>	22.2	The public shall be allowed access 15 minutes before the scheduled start time of the meeting.
<i>Recording Equipment</i>	22.3	The use of cameras, recording equipment, television cameras and any other device of a mechanical, electronic or similar nature used for recording the proceedings of a meeting by members of the public, including the news media, may be permitted and shall be subject to the approval and/or direction of the Chair unless otherwise decided by the Board.
<i>Closed (Confidential) Sessions</i>	22.4	A meeting, or part of a meeting, may be conducted in Closed Session pursuant to Section 44 of the <i>Act</i>, if the subject matter being considered is: (a) the security of the property of the Board; (b) personal matters about an identifiable individual, including Niagara Regional Police Service employees or any other employees of the Board; (c) a proposed or pending acquisition or disposition of land by the Board; (d) labour relations or employee negotiations; (e) litigation or potential litigation, including matters before administrative tribunals, affecting the Board or Police Service; (f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose; (g) information explicitly supplied in confidence to the Board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation; (h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the Board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; (i) a trade secret or scientific, technical, commercial or financial information that belongs to the Board and has monetary value or potential monetary value; (j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Board; (k) information that Section 8 of the <i>Municipal Freedom of Information and</i>

Protection of Privacy Act would authorize a refusal to disclose if it were contained in a record;

- (l) an ongoing investigation respecting the Police Service Board; or
- (m) education or training session for the benefit of Members.

23. DELEGATIONS/DEPUTATIONS AND PUBLIC PRESENTATIONS

<i>Written Request</i>	23.1	Any person, group of persons or organization wishing to address the Board regarding a matter within the Board's jurisdiction shall make a written request to the Executive Director at least ten (10) days prior to the date of the meeting at which the deputation is to be made, such written request to include: (a) The name of the presenter; (b) An outline of the deputations to be made; (c) The names of the other persons who will be appearing with the presenter; (d) A copy of any materials to be provided to the Board as part of the deputation.
<i>Criteria for Delegations and Presentations</i>	23.2	Criteria for deputations to the Board: (a) Individual complaints and legal matters involving litigation against the Board or Service will not be considered at Board meetings. Such matters are subject to legislated public complaints processes or legal proceedings before the courts or tribunals, and the Board must not intervene outside of those processes. (b) Matters that are before the court, tribunal, or other legal proceeding will not be accepted for deputation. These issues are most appropriately addressed within the formal processes established for their resolution. (c) Individual vendors will not be permitted to present to the Board, as procurement matters are governed by the Niagara Region's procurement policies and procedures.
<i>Limitations</i>	23.3	Deputations shall only be heard upon the consent of the Board.
<i>Time</i>	23.4	A delegation shall address the Board through one (1) spokesperson for a period not exceeding ten (10) minutes, unless approval to extend the speaking time is obtained from the Chair.
<i>Conduct</i>	23.5	All presenters shall address the Chair from the designated area and shall state their name and whom they represent.
	23.6	No person shall: (a) Speak disrespectfully of any person; (b) Use offensive words or language; (c) Speak on any subject other than that which has received approval by the Board; (d) Disobey the rules of procedure or a decision of the Chair or the Board.
<i>Disorder/By-law Breach</i>	23.7	The Chair may curtail any presentation, questions, or debate during a presentation for disorder or any other breach of this By-law, and if the Chair

rules that the presentation is concluded, the person(s) appearing shall immediately withdraw.

<i>Board Questions</i>	23.8	Following the presentation, the Board may ask questions of the presenter for the purpose of clarifying information but shall not enter into a debate with the presenter.
	23.9	At the conclusion of the presentation, the Board may receive the presentation, discuss it at that point or at a later time in the meeting, or defer the matter to a subsequent meeting for the purpose of receiving further information.
<i>Public Audience</i>	23.10	Members of the public who constitute the audience at a meeting shall respect the decorum of the Board and not: (a) Address the Board without permission of the Chair; (b) Interrupt any speech or action of the Members of the Board or any other person addressing the Board; and (c) Bring signage, placards, or banners into such meetings.

24. MEDIA RELATIONS

<i>Board Spokesperson</i>	24.1	Unless otherwise specified, the spokesperson for the Board is the Chair of the Board. Should the Chair be unavailable, the Vice-Chair shall be the spokesperson for the Board.
<i>Executive Director as Resource</i>	24.2	On matters of factual information, administration of the Board, or communicating a decision of the Board in response to an enquiry, the Executive Director may act as a resource person on behalf of the Board.
<i>Special Circumstances</i>	24.3	In special circumstances, such as labour relations, or where a Board Committee has been established on a specific issue, the Board may designate the member leading the negotiations, or the Chair of the Committee, to act as spokesperson for the Board.
<i>Communication by Board Members</i>	24.4	Board Members may communicate a position of the Board; however, should a Board Member publicly disagree with a position of the Board, or should a Board Member comment upon a matter not yet before the Board, he or she will clearly identify they are speaking as an individual and not on behalf of the Board. Nor shall a Board Member state the Board has taken a position on a matter, until the matter has been voted upon.
<i>Media Releases</i>	24.5	Media releases shall be approved by the Chair, or the Vice-Chair prior to release. Board Members shall receive a copy of the release as soon as possible once its been approved.
<i>News Conferences</i>	24.6	News conferences on matters within the jurisdiction of the Board shall be called on at the discretion of the Chair or the Vice-Chair. Whenever possible, Board Members shall be advised of the event prior to its taking place.

25. COMMITTEES

<i>Committees</i>	25.1	Subject to the provisions of Section 42 of the <i>Act</i> , Committees may be established by the Board at any time as is deemed necessary for the consideration of matters within the jurisdiction of the Board.
<i>Ad Hoc Committees</i>	25.2	The Board may establish Ad Hoc Committees of limited duration, to inquire and report on a particular matter or concern. An Ad Hoc Committee shall dissolve automatically once the matter or issue has been resolved.
<i>Board's Role</i>	25.3	The Board shall determine the appropriate number of Committees, their membership, mandate and reporting practices.
<i>General Role of Committees</i>	25.4	The role of the Committees shall generally be to: (a) make recommendations to the Board on matters which are in their jurisdiction; and (b) guide and request staff through the Chief of Police, to provide reports on the direction and nature of policy development, fact findings, analysis and generation of possible alternatives required.
<i>Committee Chair</i>	25.5	Each Committee shall appoint a Chair of the Committee.
<i>Committee Proceedings</i>	25.6	The rules governing the procedure of the Board and the conduct of Members shall be observed in all Committees so far as they are applicable.
<i>Committee Membership</i>	25.7	Members shall be appointed to Committees by the Board and confirmed on an annual basis.
<i>Members' Rights</i>	25.8	Members who are not Members of a specific Committee may attend meetings of that Committee and may, with the consent of the Chair of that Committee, take part in the discussion, but shall not be counted in the quorum or entitled to make motions or to vote at these meetings. The Chair, as ex-officio, is a member of every Committee.
<i>Sub-Groups</i>	25.9	No sub-groups of Committees shall be established without approval by the Board.

26. BY-LAWS

<i>One Motion</i>	26.1	Every by-law shall be introduced upon motion by a Member, and any number of by-laws may be introduced together in one motion, but the Board may, at the request of a Member, deal separately with any by-law.
<i>Form</i>	26.2	Every by-law, when introduced shall be in written form and shall comply with the provisions of any relevant legislation.
<i>Reading</i>	26.3	Every by-law of the Board requires only one reading before it may be passed.

Authentication 26.4 Every by-law which has been passed by the Board shall be numbered and dated and shall be sealed with the seal of the Board and signed by the Chair or the Vice-Chair and the Executive Director and shall be deposited in the Office of the Board.

27. ENACTMENT

Repeal 27.1 By-law Nos.147-1995, 282-2013, 341-2013, 354-2014, 365-2017, 391-2021, 400-2023 and 404-2024, as amended, and all other By-laws, sections of By-laws and procedural policies of the Board inconsistent with the provisions of this By-law are hereby repealed effective October 31, 2025.

Effective Date 27.2 This By-law shall come into force on November 1, 2025.

ENACTED AND PASSED this 23rd day of October, 2025.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Pat Chiocchio, Chair

Deb Reid, Executive Director

APPENDIX “A”

ONTARIO REGULATION 408/23 made under the COMMUNITY SAFETY AND POLICING ACT, 2019

CODE OF CONDUCT FOR POLICE SERVICE BOARD MEMBERS

APPLICATION AND INTERPRETATION

1. (1) This Regulation sets out the code of conduct with which every member of a police service board must comply.

(2) For greater certainty, the existence of a good faith exception in this code of conduct does not limit the grounds on which it may be determined that a member of a police service board has not contravened this code of conduct.

2. In this Regulation,

“conflict of interest” means a situation in which a member of a police service board’s private interests or personal relationships place, or may reasonably be perceived to place, the member in conflict with their duties as a member of the police service board;

“personal relationship” includes, but is not limited to, a relationship with any of the following persons:

1. A current or former spouse or common-law partner of the board member.
2. A current or former intimate partner of the board member.
3. The board member’s children, including biological and adoptive children and stepchildren.
4. The legal dependants of the board member.
5. A child in the board member’s care.
6. The board member’s grandparents, parents or siblings, including grandparents-in-law, parents-in-law and siblings-in-law.

CONDUCT BECOMING OF A BOARD MEMBER

3. (1) A member of a police service board shall not conduct themselves in a manner that undermines or is likely to undermine the public’s trust in the police service board or the police service maintained by the police service board.

(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, their conduct was in the good faith performance of their duties as a board member.

4. A member of a police service board shall comply with the Act and the regulations made under it.

5. A member of a police service board shall not, by act or omission, conduct themselves in a manner that is likely to cause the board to fail to comply with the Act or the regulations made under it.

6. A member of a police service board shall comply with any rules, procedures and by-laws of the police service board.

7. A member of a police service board shall not substantially interfere with the conduct of police service board meetings.

8. A member of a police service board contravenes this code of conduct if they are found guilty of an offence under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Cannabis Act* (Canada) that was committed after they were appointed as a member of the police service board.

9. (1) A member of a police service board shall not, in the course of their duties, treat any person in a manner that the member, at the time, knows or reasonably ought to know would contravene the *Human Rights Code*.

(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, the member's conduct was in the good faith performance of their duties.

10. (1) A member of a police service board shall conduct themselves in a professional and respectful manner in the course of their duties including, without limitation, not using abusive or insulting language in the course of their duties.

(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, the member's conduct was in the good faith performance of their duties.

STATEMENTS AND ATTENDANCE

11. A member of a police service board shall not knowingly make false statements pertaining to the duties of a member of a police service board.

12. A member of a police service board shall not purport to speak on behalf of the police service board unless authorized by the board to do so.

13. A member of a police service board shall clearly indicate when they are expressing a personal opinion when commenting on an action or omission of the police service board, the police service maintained by the board or a member of the police service.

14. A member of a police service board shall not access, collect, use, alter, retain, destroy or disclose to any person information that has been obtained by or made available to the member in the course of their duties if doing so would be contrary to law.

15. (1) A member of a police service board shall not disclose to the public information obtained or made available in the course of the member's duties except as authorized by the police service board or as required by law.

(2) Subsection (1) does not apply to information that was already made available to the public by a person who was authorized to do so prior to the member's disclosure.

16. A member of a police service board shall attend all police service board meetings unless able to provide a reasonable explanation for the absence.

MISCONDUCT AND CONFLICTS OF INTEREST

17. A member of a police service board shall disclose any conduct of another member of the police service board that the member reasonably believes constitutes misconduct,

- (a) to the chair of the board; or
- (b) if the misconduct involves the chair, to the Inspector General.

18. (1) A member of a police service board shall disclose any charges laid against them under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Cannabis Act* (Canada) and any finding of guilt made in relation to those charges.

(2) Subsection (1) only applies to charges or findings that were made after the member's appointment to the police service board.

(3) The disclosure required by subsection (1) must be made to the person or body that appointed the individual as a member of the police service board or, in the case of a member appointed by the Lieutenant Governor in Council, to the Minister.

19. A member of a police service board shall not apply for employment with the police service maintained by the police service board unless they resign from the board before applying.

20. (1) A member of a police service board shall promptly disclose any conflict of interest,

- (a) to the chair of the board; or
- (b) if the conflict of interest involves the chair, to the Inspector General.

(2) After making the disclosure required by subsection (1), the member shall disclose the conflict at the next meeting of the police service board.

21. A member of a police service board shall not use their position as a police service board member to,

- (a) benefit themselves;
- (b) benefit one or more persons with whom they have a personal relationship; or
- (c) interfere with the administration of justice.

22. A member of a police service board shall not participate in discussion of or voting with respect to matters at police service board meetings if the member has a conflict of interest in the matter.

APPENDIX "B"

MUNICIPAL CONFLICT OF INTEREST ACT R.S.O. 1990, CHAPTER M.50

Last amendment: 2007, c. 8, s. 219.

Definitions

1. In this Act,

“child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family; (“enfant”)

“controlling interest” means the interest that a person has in a corporation when the person beneficially owns, directly or indirectly, or exercises control or direction over, equity shares of the corporation carrying more than 10 per cent of the voting rights attached to all equity shares of the corporation for the time being outstanding;

“council” means the council of a municipality;

“elector” means,

(a) in respect of a municipality, or a local board thereof, other than a school board, a person entitled to vote at a municipal election in the municipality, and

(b) in respect of a school board, a person entitled to vote at the election of members of the school board;

“interest in common with electors generally” means a pecuniary interest in common with the electors within the area of jurisdiction and, where the matter under consideration affects only part of the area of jurisdiction, means a pecuniary interest in common with the electors within that part;

“judge” means a judge of the Superior Court of Justice;

“local board” means a school board, board of directors of a children’s aid society, committee of adjustment, conservation authority, court of revision, land division committee, municipal service board, public library board, board of management of an improvement area, board of health, police services board, planning board, district social services administration board, trustees of a police village, board of trustees of a police village, board or committee of management of a home for the aged, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act in respect of any of the affairs or purposes, including school purposes, of one or more municipalities or parts thereof, but does not include a committee of management of a community recreation centre appointed by a school board or a local roads board;

Note: On a day to be named by proclamation of the Lieutenant Governor, the definition of “local board” is amended by the Statutes of Ontario, 2007, chapter 8, section 219 by striking out “home for the aged” and substituting “long-term care home”. See: 2007, c. 8, ss. 219, 232 (2).

“meeting” includes any regular, special, committee or other meeting of a council or local board, as the case may be;

“member” means a member of a council or of a local board;

“municipality” includes a board, commission or other local authority exercising any power in respect of municipal affairs or purposes, including school purposes, in territory without municipal organization, but does not include a committee of management of a community recreation centre appointed by a school board, a local roads board or a local services board;

“parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child;

“school board” means a board as defined in subsection 1 (1) of the Education Act, and, where the context requires, includes an old board within the meaning of subsection 1 (1) of the Education Act;

“senior officer” means the chair or any vice-chair of the board of directors, the president, any vice-president, the secretary, the treasurer or the general manager of a corporation or any other person who performs functions for the corporation similar to those normally performed by a person occupying any such office;

“spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage. (“conjoint”) R.S.O. 1990, c. M.50, s. 1; 1997, c. 25, Sched. E, s. 7; 1997, c. 31, s. 156 (1); 1999, c. 6, s. 41 (1); 2002, c. 17, Sched. F, Table; 2005, c. 5, s. 45 (1, 2); 2006, c. 19, Sched. C, s. 1 (1); 2006, c. 32, Sched. D, s. 10.

Indirect pecuniary interest

2. For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

(a) the member or his or her nominee,

(i) is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public,

(ii) has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, or

(iii) is a member of a body,

that has a pecuniary interest in the matter; or

(b) the member is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter. R.S.O. 1990, c. M.50, s. 2.

Interest of certain persons deemed that of member

3. For the purposes of this Act, the pecuniary interest, direct or indirect, of a parent or the spouse or any child of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member. R.S.O. 1990, c. M.50, s. 3; 1999, c. 6, s. 41 (2); 2005, c. 5, s. 45 (3).

Exceptions

Where s. 5 does not apply

4. Section 5 does not apply to a pecuniary interest in any matter that a member may have,

(a) as a user of any public utility service supplied to the member by the municipality or local board in like manner and subject to the like conditions as are applicable in the case of persons who are not members;

(b) by reason of the member being entitled to receive on terms common to other persons any service or commodity or any subsidy, loan or other such benefit offered by the municipality or local board;

(c) by reason of the member purchasing or owning a debenture of the municipality or local board;

(d) by reason of the member having made a deposit with the municipality or local board, the whole or part of which is or may be returnable to the member in like manner as such a deposit is or may be returnable to all other electors;

(e) by reason of having an interest in any property affected by a work under the Drainage Act or by a work under a regulation made under Part XII of the Municipal Act, 2001 or Part IX of the City of Toronto Act, 2006, as the case may be, relating to local improvements;

(f) by reason of having an interest in farm lands that are exempted from taxation for certain expenditures under the Assessment Act;

(g) by reason of the member being eligible for election or appointment to fill a vacancy, office or position in the council or local board when the council or local board is empowered or required by any general or special Act to fill such vacancy, office or position;

(h) by reason only of the member being a director or senior officer of a corporation incorporated for the purpose of carrying on business for and on behalf of the municipality or local board or by reason only of the member being a member of a board, commission, or other body as an appointee of a council or local board;

(i) in respect of an allowance for attendance at meetings, or any other allowance, honorarium, remuneration, salary or benefit to which the member may be entitled by reason of being a member or as a member of a volunteer fire brigade, as the case may be;

(j) by reason of the member having a pecuniary interest which is an interest in common with electors generally; or

(k) by reason only of an interest of the member which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the member. R.S.O. 1990, c. M.50, s. 4; 2002, c. 17, Sched. F, Table; 2006, c. 32, Sched. C, s. 33 (1).

Duty of Member

When present at meeting at which matter considered

5. (1) Where a member, either on his or her own behalf or while acting for, by, with or through another,

has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is the subject of consideration, the member,

(a) shall, prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;

(b) shall not take part in the discussion of, or vote on any question in respect of the matter; and

(c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question. R.S.O. 1990, c. M.50, s. 5 (1).

Where member to leave closed meeting

(2) Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration. R.S.O. 1990, c. M.50, s. 5 (2).

When absent from meeting at which matter considered

(3) Where the interest of a member has not been disclosed as required by subsection (1) by reason of the member's absence from the meeting referred to therein, the member shall disclose the interest and otherwise comply with subsection (1) at the first meeting of the council or local board, as the case may be, attended by the member after the meeting referred to in subsection (1). R.S.O. 1990, c. M.50, s. 5 (3).

Record of Disclosure

Disclosure to be recorded in minutes

6. (1) Every declaration of interest and the general nature thereof made under section 5 shall, where the meeting is open to the public, be recorded in the minutes of the meeting by the clerk of the municipality or secretary of the committee or local board, as the case may be. R.S.O. 1990, c. M.50, s. 6 (1).

Idem

(2) Every declaration of interest made under section 5, but not the general nature of that interest, shall, where the meeting is not open to the public, be recorded in the minutes of the next meeting that is open to the public. R.S.O. 1990, c. M.50, s. 6 (2).

Remedy for Lack of Quorum

Quorum deemed constituted

7. (1) Where the number of members who, by reason of the provisions of this Act, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, despite any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two. R.S.O. 1990, c. M.50, s. 7 (1).

Application to judge

(2) Where in the circumstances mentioned in subsection (1), the remaining number of members who are not disabled from participating in the meeting is less than two, the council or local board may apply to a judge without notice for an order authorizing the council or local board, as the case may be, to give consideration to, discuss and vote on the matter out of which the interest arises. R.S.O. 1990, c. M.50, s. 7 (2).

Power of judge to declare s. 5 not to apply

(3) The judge may, on an application brought under subsection (2), by order, declare that section 5 does not apply to the council or local board, as the case may be, in respect of the matter in relation to which the application is brought, and the council or local board thereupon may give consideration to, discuss and vote on the matter in the same manner as though none of the members had any interest therein, subject only to such conditions and directions as the judge may consider appropriate and so order. R.S.O. 1990, c. M.50, s. 7 (3).

Action where Contravention Alleged

Who may try alleged contravention of s. 5 (1-3)

8. The question of whether or not a member has contravened subsection 5 (1), (2) or (3) may be tried and determined by a judge. R.S.O. 1990, c. M.50, s. 8.

Who may apply to judge

9. (1) Subject to subsection (3), an elector may, within six weeks after the fact comes to his or her knowledge that a member may have contravened subsection 5 (1), (2) or (3), apply to the judge for a determination of the question of whether the member has contravened subsection 5 (1), (2) or (3). R.S.O. 1990, c. M.50, s. 9 (1).

Contents of notice of application

(2) The elector in his or her notice of application shall state the grounds for finding a contravention by the member of subsection 5 (1), (2) or (3). R.S.O. 1990, c. M.50, s. 9 (2).

Time for bringing application limited

(3) No application shall be brought under subsection (1) after the expiration of six years from the time at which the contravention is alleged to have occurred. R.S.O. 1990, c. M.50, s. 9 (3).

Power of judge to declare seat vacant, disqualify member and require restitution

10. (1) Subject to subsection (2), where the judge determines that a member or a former member while he or she was a member has contravened subsection 5 (1), (2) or (3), the judge,

(a) shall, in the case of a member, declare the seat of the member vacant; and

(b) may disqualify the member or former member from being a member during a period thereafter of not more than seven years; and

(c) may, where the contravention has resulted in personal financial gain, require the member or former member to make restitution to the party suffering the loss, or, where such party is not readily ascertainable, to the municipality or local board of which he or she is a member or former member. R.S.O. 1990, c. M.50, s. 10 (1).

Saving by reason of inadvertence or error

(2) Where the judge determines that a member or a former member while he or she was a member has contravened subsection 5 (1), (2) or (3), if the judge finds that the contravention was committed through inadvertence or by reason of an error in judgment, the member is not subject to having his or her seat declared vacant and the member or former member is not subject to being disqualified as a member, as provided by subsection (1). R.S.O. 1990, c. M.50, s. 10 (2).

Member not to be suspended

(3) The authority to disqualify a member in subsection (1) does not include the right to suspend a member. R.S.O. 1990, c. M.50, s. 10 (3).

Transition: disqualification

(4) A disqualification of a member of a school board under this section that would have continued after December 31, 1997 but for the dissolution of the school board continues for its duration with respect to membership on any board whose members are elected by members of the electoral group who elected the member. 1997, c. 31, s. 156 (2).

Definition

(5) In subsection (4),

“electoral group” has the same meaning as in Part VIII of the Education Act as the Part read on January 1, 1997. 1997, c. 31, s. 156 (2).

Appeal to Divisional Court

11. (1) An appeal lies from any order made under section 10 to the Divisional Court in accordance with the rules of court. R.S.O. 1990, c. M.50, s. 11 (1).

Judgment or new trial

(2) The Divisional Court may give any judgment that ought to have been pronounced, in which case its decision is final, or the Divisional Court may grant a new trial for the purpose of taking evidence or additional evidence and may remit the case to the trial judge or another judge and, subject to any directions of the Divisional Court, the case shall be proceeded with as if there had been no appeal. R.S.O. 1990, c. M.50, s. 11 (2).

Appeal from order or new trial

(3) Where the case is remitted to a judge under subsection (2), an appeal lies from the order of the judge to the Divisional Court in accordance with the provisions of this section. R.S.O. 1990, c. M.50, s. 11 (3).

Proceedings not invalidated but voidable

12. The failure of any person to comply with subsection 5 (1), (2) or (3) does not of itself invalidate any proceedings in respect of any such matter but the proceedings in respect of such matter are voidable at the instance of the municipality or of the local board, as the case may be, before the expiration of two years from the date of the passing of the by-law or resolution authorizing such matter unless to make void the proceedings would adversely affect the rights of any person acquired under or by virtue of the proceedings who acted in good faith and without actual notice of the failure to comply with subsection 5 (1), (2) or (3). R.S.O. 1990, c. M.50, s. 12.

Other procedures prohibited

13. Proceedings to declare a seat vacant or to disqualify a member or former member for conflict of interest, or to require a member or former member to make restitution where a contravention has resulted in personal financial gain, shall be had and taken only under this Act. R.S.O. 1990, c. M.50, s. 13.

General

Insurance

14. (1) Despite section 279 of the Municipal Act, 2001 or section 218 of the City of Toronto Act, 2006, as the case may be, the council of every municipality may at any time pass by-laws,

(a) for contracting for insurance;

(b) despite the Insurance Act, to enable the municipality to act as an insurer; and

(c) for exchanging with other municipalities in Ontario reciprocal contracts of indemnity or inter-insurance in accordance with Part XIII of the Insurance Act,

to protect a member of the council or of any local board thereof who has been found not to have contravened section 5, against any costs or expenses incurred by the member as a result of a proceeding brought under this Act, and for paying on behalf of or reimbursing the member for any such costs or expenses. R.S.O. 1990, c. M.50, s. 14 (1); 2002, c. 17, Sched. F, Table; 2006, c. 32, Sched. C, s. 33 (2).

Insurance Act does not apply

(2) The Insurance Act does not apply to a municipality acting as an insurer for the purposes of subsection (1). R.S.O. 1990, c. M.50, s. 14 (2).

Surplus funds

(3) Despite section 387 of the Insurance Act, any surplus funds and the reserve fund of a municipal reciprocal exchange may be invested only in such securities as a municipality may invest in under the Municipal Act, 2001 or the City of Toronto Act, 2006, as the case may be. R.S.O. 1990, c. M.50, s. 14 (3); 1996, c. 32, s. 76 (1); 2002, c. 17, Sched. F, Table; 2006, c. 32, Sched. C, s. 33 (3); 2007, c. 7, Sched. 27, s. 1.

Reserve funds

(4) The money raised for a reserve fund of a municipal reciprocal exchange may be expended or pledged for, or applied to, a purpose other than that for which the fund was established if two-thirds of the municipalities that are members of the exchange together with two-thirds of the municipalities that previously were members of the exchange and that may be subject to claims arising while they were members of the exchange agree in writing and if section 386 of the Insurance Act is complied with. R.S.O. 1990, c. M.50, s. 14 (4).

Local boards

(5) A local board has the same powers to provide insurance for or to make payments to or on behalf of its members as are conferred upon the council of a municipality under this section in respect of its members. R.S.O. 1990, c. M.50, s. 14 (5).

Former members

(6) A by-law passed under this section may provide that it applies to a person who was a member at the time the circumstances giving rise to the proceeding occurred but who, prior to the judgment in the proceeding, has ceased to be a member. R.S.O. 1990, c. M.50, s. 14 (6).

Conflict with other Acts

15. In the event of conflict between any provision of this Act and any provision of any general or special Act, the provision of this Act prevails. R.S.O. 1990, c. M.50, s. 15.



Advisory Bulletin 2.1: Board and Committee Meetings

Date of issue: September 25, 2025

What you need to know

Police service boards and OPP detachment boards conduct their business and make deliberations, considerations, and decisions in meetings. The *Community Safety and Policing Act* (CSPA) sets out requirements for meetings held by boards and their committees, and establishes a modern approach premised on public transparency of board business as the ‘rule,’ with requirements for a board to publicly explain when meetings are closed to the public.

“Meeting” Definition

The CSPA does not define “meeting” for determining when compliance with meeting requirements is necessary. Using subsection 238(1) of the *Municipal Act* for guidance, boards should consider a meeting to be any regular, special, or other gathering of a board or committee where:

- a quorum of members is present, and
- members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board or committee.

Social or informal gatherings of board members would not be board meetings unless the two-part test described is met. Board members should be vigilant when a quorum is present at gatherings to avoid holding unintended meetings.

Meeting Notice – CSPA subsections 43(5)-(7)

Boards and committees must publish notice of meetings that are open to the public on the Internet. The notice must:

- be published at least seven days before the meeting, except in extraordinary circumstances (CSPA subsection 43(5)-(6)); and,
- include the proposed agenda and either the record of the most recent public meeting or information on how the public can access that record (CSPA subsection 43(7)).

Electronic meeting notices must include specific information about how to access the meeting.¹

Transparency and Open Meetings – CSPA subsection 43(3)

Meetings conducted by boards and their committees must be open to the public subject to decisions to close meetings or parts of meetings when permitted by subsection 44(2).

The purpose of the CSPA open meeting rule is to increase the open and transparent exercise of board authority and discharge of duties so as to enhance public confidence in the operation and integrity of boards, and by extension the policing they oversee.

Boards and committees should consider public access when deciding on meeting locations. Holding a “public” meeting within a secure police facility or at a non-published location may not always meet the test of “open to the public”². In addition, the use of electronic meetings presents additional challenges to ensure meetings are publicly open.

Closed Meetings – CSPA subsections 44(2)-(6)

Boards and committees may (not must) close meetings to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record (a “law enforcement” matter);
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation affecting the board, including matters before administrative tribunals;
- advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

¹ [Ombudsman Investigation Report – Municipality of West Elgin December 2024](#)

² [Ombudsman Investigation Report – Township of Woolwich June 2015](#)

- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board; or,
- an ongoing investigation respecting the board.

Boards should note the discretionary nature of decisions to exclude the public when considering the above subjects. When making these decisions, boards and committees should balance the principles of transparency and public interest against the potential harm of disclosure.

Meetings must be closed to the public by police service boards and their committees if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act* (CSPA subsection.44(3)).

Board and committee meetings may also be closed to the public if held for the purpose of educating or training members and the business or decision-making of the board is not materially advanced in the meeting (CSPA subsection.44(6)).

The CSPA open and closed meeting rules for boards and committees very closely follow, with some modifications, the rules for municipal councils, committees, and local boards under Ontario's *Municipal Act*. The Ontario Ombudsman has been examining open meeting matters under that Act since 2008 and has published guidance that the IoP believes will assist police service boards, OPP detachment boards and their committees when making decisions on the CSPA open and closed meeting rules and practices. The Ontario Ombudsman guidance document is available here: [Open Meetings - Guide for Municipalities | Ombudsman Ontario](#)

Agenda Considerations – CSPA subsection 44(1)

Before holding a meeting, boards and committees must consider whether to close the meeting or part of the meeting having regard to subsections 44(2)-(3) of the CSPA, referenced above, which list subjects that either permit or require the exclusion of the public.

Resolution Closing Meeting – CSPA subsection 44(1)

If a board or committee decides to exclude the public, they must state by resolution the fact the board is holding a closed meeting, and the general nature of the matter to be considered. In addition, if the public is excluded from a meeting held for educating or training board or committee members, the resolution must specifically state that the meeting is closed under subsection 44(6).

In addition to the CSPA requirement for educational and training meetings, the IoP recommends that closed meeting resolutions cite the specific CSPA authority for excluding the public in all instances. The IoP further recommends that resolutions have sufficient detail of the closed matter to assure the public that the power to close the meeting is being responsibly exercised. Finally, to support transparency, the required resolution must be made in a meeting or part of a meeting that is open to the public.

Board Delegation and Committees – CSPA subsections 42(1)-(4)

Boards may delegate any of their powers to a committee established by by-law of the board. The by-law may govern the name, powers, duties, and quorums of the committee. The by-law should also govern the composition of the committee and member appointment process.

Committees must be composed of at least two members of the board, except if the only delegated power is bargaining under Part XIII of the CSPA. A bargaining committee can be composed of one board member. Additional non-board members may be appointed to the committee as long as a majority of the committee is composed of members of the board.

Quorum – CSPA subsection 43(2)

Boards and committees must have a quorum present to hold a meeting to conduct business and make decisions. Quorum is a majority of the members of the board.

Vacancies on a board do not reduce meeting quorum requirements. For example, quorum for a five-member board with two vacancies remains at three members.

Board members are not counted towards quorum if they are prohibited from exercising the powers or performing the duties of their position because mandatory training has not been completed (CSPA subsections 35(2)-(5)).

Board members may become subject to Inspector General investigations into their conduct and directed to decline to exercise their powers or perform their duties as a member of the board pursuant to CSPA subsection 122(1). Board members who have received this direction are not counted towards quorum. If the board cannot constitute quorum as a result, the Inspector General may appoint additional members to act in their place for the duration of the investigation.

Quorum for committees is determined by boards through their by-law establishing the committee (CSPA subsection 42(2)).

Meeting Frequency – CSPA subsection 43(1)

Boards must hold at least four meetings each year. Holding meetings exceeding this minimum and the period between meetings are discretionary decisions for boards. These decisions should be based on the governance obligations and statutory responsibilities arising from the size and complexity of the governed police service or OPP detachment, and the needs of the area under the board's jurisdiction.

Record of Meeting – CSPA subsection 43(4)

Boards must record all resolutions, decisions, and other proceedings at all meetings, whether open to the public or not. The record must not include additional notes or comments by the recorder.

The IoP recommends boards, when establishing committees, include this recording requirement as a duty of the committee in the governing by-law.

What you need to do*Meeting Practice Examination and Potential Changes to Practice*

Boards should examine their meeting practices, particularly regarding holding closed meetings, in consideration of the transition from long-standing *Police Services Act* requirements to those newly established by the CSPA. Where needed, adjustments should be made to come into compliance.

Boards should have any changes in meeting practices reflected in their established rules and procedures (CSPA section 46).

The new requirement for a resolution to close meetings will require some boards to change their existing practice of holding two distinct consecutive meetings – open and closed – with the closed meeting entirely excluding the public. Through its monitoring function, the IoP has observed that boards who have successfully transitioned meeting practices to the new requirements have adopted one of two options, both of which are CSPA-compliant:

- Two distinct consecutive meetings: Open meeting is entirely public and ends with adjournment. The closed meeting starts with an open part for routine administrative matters (opening statements, declarations of interest) followed by a resolution compliant with CSPA subsection 44(1). The closed portion ends with a resolution to return to public. The closed meeting ends in public with adjournment.
- A single meeting that is partly open and partly closed: The open part is closed by resolution compliant with CSPA subsection 44(1). The closed portion ends by resolution to return to the open meeting. The meeting continues in public until adjournment.

Emergency and Special Meetings

A board may be required to hold an emergency or special meeting outside of its regularly scheduled meetings. IoP Advisors have the authority to enter board meetings for compliance monitoring, including those closed to the public, pursuant to CSPA subsection 115(7). Boards should **notify their assigned Police Services Advisor for all emergency and special meetings whether open to the public or closed so the IoP is**

aware and the Advisor can determine whether attendance is necessary in the circumstances.

What we will do

The IoP's Police Services Advisors support the Inspector General's statutory monitoring and advisory duties under the CSPA. Advisors are available to provide advice on board compliance with the CSPA meeting requirements, including suggested application of leading practices and referrals to boards that have established good practices.

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA subsection 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Special Fund Request – Gillian’s Place – Walk a Mile in Her Shoes
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-10-10

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:

- Gillian’s Place – Walk a Mile in Her Shoes – The Men’s March to End Violence Against Women \$1,000.00.

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 Bill Fordy, Chief of Police.



Submitted by:
Bill Fordy #9615
Chief of Police

Appendices

Appendix 1 – Special Fund Request



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):

Walk a Mile in Her Shoes – The Men’s March to End Violence Against Women

B. Date of Event (YYYY-MM-DD):

2025-10-18

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

Gillian’s Place

D. Brief Description of the Event:

Gillian's Place is excited to announce the 19th annual Walk a Mile in HER Shoes: The Men's March to end Violence Against Women. Are you Brave Enough? Prove it on Saturday, October 18th at The Niagara Pen Centre.

Walk a Mile in HER Shoes is a symbolic march that gives men and male-identifying allies the opportunity to take a stand against violence against women. We are abundantly grateful to our corporate sponsors, walkers, ambassadors, and donors, who over the past 19 years have helped raise over \$1,512,000 for Gillian’s Place. Beyond raising vital funds for Gillian’s Place, the men’s march has helped spread awareness about gender-based violence in Niagara, and beyond.

Gillian's Place relies on community support to sustain our life-changing programs and services. By walking and/or donating, you are raising awareness and ensuring that practical and compassionate services are there 24/7, 365 days.

Gillian's Place is proud to be more than safe shelter. Gillian's Place offers a variety of

compassionate, secure, and practical support services for you, your loved ones and allies. Their team provides confidential, over-the-phone, and in-person services such as outreach counselling, legal advice, transitional housing, safety resources, and much more for women, children, and LGBTQIA2S+ individuals.

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

Members of the Domestic Violence Unit will be attending (TBD) and a request for SLT and the Board has been forwarded through the chain.

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):

Community Relations:

The attendance and participation of Board and Service at “Walk a Mile in Her Shoes -The Men’s March to End Violence Against Women” fundraising event in support of Gillian’s Place, an organization that work closely with the Niagara Regional Police Service to end Gender Based Violence (GBV), demonstrates the Boards’ goodwill and community involvement.

Board /Police Service Relations:

Participating in this event allows Detectives of DVU, SLT and the Board to walk alongside survivors of GBV to show our support and enhance our image in our community.

Public Education/Awareness:

This funding will assist the Board in communicating with the general public information related to Gender Based Violence (GBV) by having members of the Service and the Board participate in this event.

Strategic Plan:

This event directly aligns with the following:

Goal 1: Public Safety:

- Objective 1: Reduce Violent crime
- Objective 3: Enhance support and improve outcomes for victims of crime

Goal 2: Community Engagement and Collaboration:

- Objective 1: To strengthen relationships and continue to build trust with our community
- Objective 2: To foster transparency and enhance public understanding of police services

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

Items	Amount
Walk a Mile in Her Shoes – The Men’s March to End Violence Against Women: Donation	\$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):*

Donate online at <https://gilliansplace.com/walk-a-mile-in-her-shoes/Walk A Mile in HER Shoes - Gillian's Place>

I. Submitted by: Staff Sergeant Tara Henderson

J. Immediate Supervisor Approval: Inspector Chris Lemaich

K. Program Manager Approval: Supt. Dave Masotti

L. Sponsored by *(Member of the Executive Leadership Team):* Deputy Mario Lagrotteria

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

N. Chief’s Approved X 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

Subject: Special Fund Requests
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-10-07

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:

- Gillian's Place \$1,000.00
- A.B.L.E. - 33rd Annual Scholarship & Awards Gala \$1,500.00
- Niagara Vanguard Roll-a-Thon- \$2,000.00
- Out of the Cold Program- \$2,000.00
- Serving With Pride Gala and Awards Night- \$1600.00

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 Lynda Hughes Office of the Chief.



Submitted by:
Bill Fordy #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):

Gillian's Place Wrapped in Courage Pancake Breakfast

B. Date of Event (YYYY-MM-DD):

2025-11-04

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

Host – Gillian's Place

Benefactors - Gillian's Place, Ontario Association of Interval and Transitional Houses (OAITH)

D. Brief Description of the Event:

On Tuesday, November 4, 2025, a Pancake Breakfast fundraiser will be held at Market Square in St. Catharines. The event commences and celebrates the Wrapped in Courage Campaign. Drawing in the downtown St. Catharines community and beyond, over 200 supporters come together to purchase a scarf or tie and enjoy a pancake breakfast provided by Niagara College to show their support for Gillian's Place, and to signal to survivors of GBV that they are believed, valued, and never alone.

November is Woman Abuse Prevention month and the start of Ontario's Wrapped in Courage Campaign by the Ontario Association of Interval and Transitional Houses (OAITH). Gender-based violence (GBV) agencies across Ontario ask leaders and community members to wear a purple scarf to show their commitment to ending femicide and all forms of gender-based violence.

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
Supporting Sponsor	\$1,000.00
Total Amount Requested:	\$1,000.00

- 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:

Gillian's Place
P.O. Box 1387, St. Catharines, Ontario L2R 7J8

- 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*): Chief Bill Fordy #9615
- M.
- N. Date Submitted to Chief's Office: October 7, 2025
- O. Chief's Approved X 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):

Association of Black Law Enforcers- 33rd Annual Scholarship & Awards Gala

B. Date of Event (YYYY-MM-DD):

2025-11-01

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

A.B.L.E- Association of Black Law Enforcers

D. Brief Description of the Event:

The Association of Black Law Enforcers, A.B.L.E. is committed to ensuring that the criminal justice system is reflective of the entire Canadian mosaic, by providing opportunities for Black and visible minority youth to "serve, protect and correct".

A.B.L.E was formed in 1992 to address the needs and concerns of Black and other racial minorities in Law enforcement and the community.

A.B.L.E. contributes funds towards the tuition fees of successful candidates pursuing post- secondary education in specific law enforcement related areas of study. By awarding scholarships, A.B.L.E assists Black and visible minority students in achieving their educational and career aspirations.

The theme for the A.B.L.E gala this year is "Strength Through Struggle: A Journey of Perseverance and Endurance.

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

10 Personnel from the Service, names to be determined at a later date.

- 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):*

The Niagara Regional Police Service has been consistent in its efforts to build positive relationships with all the diverse communities within the Niagara Region. Participation in this initiative, demonstrates the Service's unwavering commitment to this endeavor.

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 The Association of Black Law Enforcers (A.B.L.E).

As outlined in the Service's Strategic Plan, Community Engagement and Collaboration (i.e., Goal 2 Objective 1.3) participation in this event will enhance built relationships with diverse communities.

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

Items	Amount
Supporting Sponsor	\$1,500.00
Total Amount Requested:	\$1,500.00

- 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 to:

Niagara Regional Police under the control of the Finance Unit

- I.** Submitted by: Jeff Bootsma, Staff Sergeant #9283

- J.** Immediate Supervisor Approval: Habib Rangi, Sergeant #9808

K. Program Manager Approval: Insp. Rob LaPlante #9069

L. Sponsored by *(Member of the Executive Leadership Team)*: Supt. Shaun Parrent, #9655

M. Date Submitted to Chief's Office: 2025-09-22

N. Chief's Approved X 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):

Toronto Police Service Roll-A-Thon in support of SickKids Hospital.

B. Date of Event (YYYY-MM-DD):

2025-11-01

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

Host: Toronto Police Service; Benefactor: SickKids Foundation

D. Brief Description of the Event:

The Toronto Police Service SickKids Roll-A-Thon is a charity fundraising event where members of the Toronto Police Service, along with community partners such as us, come together on the mats to roll in support of SickKids Hospital. Participants showcase their skills in Brazilian Jiu-Jitsu while raising funds to help provide life-saving care, research, and support for children and families. The Roll-A-Thon highlights teamwork, resilience, and community spirit, demonstrating the commitment of first responders to giving back beyond their daily duties of keeping Toronto safe.

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

- Kris Hamilton, Sergeant, Training Unit; Niagara Vanguard Founder
- Jake Braun, Constable, Training Unit; Niagara Vanguard Co-Founder
- +20 anticipated members of the Niagara Vanguard team including sworn, civilian and axillary members of the NRPS.

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):*

Community Relations

The event builds trust and strengthens bonds between police and the public by working together toward a shared goal—supporting children and families at SickKids. It shows officers in a positive, human light outside of their policing role, highlighting compassion, teamwork, and community involvement.

Police Service Relations

Internally, the Roll-A-Thon fosters camaraderie and collaboration across different units within the Service. It provides an opportunity for officers to work together in a non-operational setting, promoting wellness, teamwork, and a strong sense of shared purpose.

Public Education & Awareness

The Roll-A-Thon helps raise awareness about the needs of SickKids patients and the importance of ongoing fundraising efforts. It also introduces the public to police members' personal commitment to health, wellness, and giving back, educating the community about the broader role policing can play in supporting social good.

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

Items	Amount
Registration Fee and Event Donation	\$2000.00
Total Amount Requested:	\$2000.00

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):*

SickKids Foundation
525 University Ave, Suite1400
Toronto, Ontario Canada M5G 2L3

I. Submitted by: Kris Hamilton, Sergeant

J. Immediate Supervisor Approval: Michael Casella, Staff Sergeant

K. Program Manager Approval: Steve Magistrale, Inspector 9157

L. Sponsored by (*Member of the Executive Leadership Team*): Chief Bill Fordy

M. Date Submitted to Chief's Office: 2025-10-01

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):

Out of the Cold Program 2025

B. Date of Event (YYYY-MM-DD):

2025-11-01 to 2026-03-31

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

Host: Out of the Cold Program 2025

D. Brief Description of the Event:

Out of the Cold is a volunteer driven program operating out of many host churches across St. Catharines from November to March annually. The program provides warm nutritious meals for the needy and homeless in our community. There are many people across Niagara living outdoors, in an emergency shelter or in transitional housing. While host churches provide free facilities, the cost of running the program is dependent on donations and volunteers.

The program operates from the following St. Catharines locations;

Sunday: Knights of Columbus Hall, 235 Church Street
Monday: Silver Spire United Church, 366 St. Paul Street
Tuesday: Cathedral of St. Catherine, 3 Lyman Street
Wednesday: St. George's Anglican Church, 83 Church Street
Thursday: St. Alfred Roman Catholic Church, 272 Vine Street
Friday: Knox Presbyterian Church, 53 Church Street
Saturday: Queen Street Baptist Church, 57 Queen Street

During the 2024-2025 campaign, the Niagara Regional Police Service assisted the Out of the Cold program from Knox Presbyterian Church, 53 Church Street, St. Catharines on November 15, 2024, November 22, 2024, December 23, 2024, January 24, 2025, February 21, 2025, and March 21, 2025. In total, Members of the Service and their families filled 26 volunteer positions and assisted the program in serving an average of approximately 120 meals per night.

For the 2025-2026 campaign, the program is seeking 30 volunteers from the NRPS.

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

- Volunteers from the NRPS will be assisting on the dates listed.

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):*

The plight of the homeless is revealed on a more personal level to the volunteers who are engaged in conversations with them. Through this program, NRPS volunteers play a key role in providing friendly human contact to the homeless, and they regularly comment on the gratifying experience it provides.

Supporting the Out of the Cold Program directly aligns with the objective to enhance supports for vulnerable persons under the goal of Community Engagement and Collaboration in our 2022 – 2025 Strategic Plan. Similarly, by volunteering their time to participate in this program, our members are also clearly demonstrating our commitment to strengthen relationships and continue to build trust with our community.

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

Items	Amount
Program Sponsorship	\$2000.00
Total Amount Requested:	\$2000.00

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:
Knox Presbyterian Church

53 Church St, St. Catharines, Ontario L2R 3C3

- 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*): Chief Bill Fordy
- M. Date Submitted to Chief's Office: 2025-10-07
- 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):

Serving With Pride Gala and Awards Night 2025

B. Date of Event (YYYY-MM-DD):

2025-11-15

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

Waterloo Regional Police Service – host agency

Serving With Pride

D. Brief Description of the Event:

The purpose of this report is to seek approval for a Special Fund Request to purchase a table for the Serving with Pride Gala and Awards for a total of \$1600.00. All proceeds from the gala will be donated to a charity that focuses on supporting the 2SLGBTQ+ community

The vision of Serving with Pride is one of an optimized work environment including diversity, integrity, awareness, and equity of 2SLGBTQ+ employees within policing, corrections, and criminal justice professions, where there are no barriers, stereotypes or bias and positive policing, corrections and criminal justice systems where organizations are sensitive to the unique needs of the 2SLGBTQ+ community and consistently build bridges to better understand and serve them.

The event will include presentations by various distinguished speakers who provide lived experiences that promote the vision of Serving with Pride

E. Service Staff or Board Members Attending *(if applicable) (Name, Rank of 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 financial support presents an opportunity for the NRPS to contribute to an objective outlined in the 2022-2025 Niagara Regional Police Strategic Plan, specifically Goal 2: Community Engagement and Collaboration – Objective 1.0 to strengthen relationships and build trust with our community. Attendance at this event also demonstrates the Service's continued commitment to achieving the goals as outlined in the 2023-2025 Diversity, Equity, and Inclusion Strategic Plan. Specifically, to collaborate and engage with community partners who represent equity deserving groups.

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

Items	Amount
One Table – 10 Personnel	\$1600
Total Amount Requested:	\$1600

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):*

Serving With Pride

I. Submitted by: Habib Rangj. Sgt #9808

J. Immediate Supervisor Approval: Jeff Bootsma. S/Sgt #9283

K. Program Manager Approval: Nilan Dave. Insp #9260

L. Sponsored by (*Member of the Executive Leadership Team*): Chief Fordy

M. Date Submitted to Chief's Office: Oct 15, 2025

N. Chief's Approved X 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

CONFIDENTIAL AGENDA

Subject: Special Investigations Unit – Case Number 24-OCI-457 – Incident of October 25, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-09-04

Confidential Report

Confidential Report with respect to the legal matter of an identifiable individual – *Community Safety and Policing Act 2019, s. 44(2)(b)* “personal matters about an identifiable individual, including Niagara Regional Police Service employees or any other employees of the Board” and s.44(2)(e) “litigation or potential litigation, including matters before administrative tribunals, affecting the Board or Police Service”.

Recommendation(s)

1. That the Niagara Police Service Board (Board) receives this report for information.
2. That the Board makes the report available to the public.

Key Facts

- The purpose of this report is to advise the Board of the findings and any action taken or recommended by the Chief of Police following a notification and investigation of an incident by the Special Investigations Unit (SIU). Section 81 of the Community Safety and Policing Act (CSPA) requires that the Chief of Police initiate an investigation following a notification to the SIU.
- The purpose of the Chief's investigation is to review the policies of, or services provided by the police force and the conduct of its police officers.
- October 25, 2024, a notification was made to the SIU regarding a male who had suffered a fracture of the C4 vertebra during an interaction with officers, resulting in the incident meeting the investigative mandate of the SIU.
- On February 18, 2025, the SIU notified the Niagara Regional Police Service (NRPS) that their investigation had concluded and advised that there were no grounds for criminal charges against the subject official.
- The subsequent Section 81 investigation by the Professional Standards Unit (PSU) determined there were no issues with respect to officer conduct, policies, or services provided by the NRPS.

Financial Considerations

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

Analysis

On October 25, 2024, uniform officers with the NRPS attended a shopping plaza in the City St. Catharines regarding a male who was causing a disturbance. The male was acting erratically and walked to an apartment building a short distance away. Officers arrived on scene and observed the male on a tenth-floor balcony, later determined to be his apartment, screaming. Officers attended the apartment and were invited inside by the male. After a brief conversation, the officers determined that the male should be apprehended under the Mental Health Act. Upon hearing he would be apprehended, the male bolted towards the open balcony door. Officers were able to take him into custody prior to him making it to the balcony where he was likely intending to jump from. The male was transported by ambulance, and diagnosed with a fracture of the C4 vertebra, likely caused during the apprehension.

The SIU was notified and invoked their mandate.

The SIU designated one member as a witness official.

One member was designated as a subject official.

On February 18, 2025, the SIU closed its investigation into this matter. In his decision letter, SIU Director, Joseph Martino wrote, "The file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official."

A copy of the SIU report was publicly posted on the SIU's website.

In accordance with Section 81, the PSU conducted an investigation and review of this incident, which considered the following 3 areas:

1. The member's conduct in relation to the incident;
2. The policing provided by the member in relation to the incident; and
3. The procedures established by the Chief of Police as they related to the incident.

The Section 81 investigation encompassed a compliance review of applicable provincial legislation, which governs members of the NRPS, as well as General Orders (GOs), policies and procedures, and the conduct of the involved officers.

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

1. Conduct of NRPS Officers

There were no officer conduct issues identified during the SIU investigation or the PSU investigation and review of this incident regarding compliance with GOs or legislation.

2. Services Provided by the NRPS

There were no issues identified relating to the services provided by NRPS during this incident.

3. The Policies of the NRPS

PSU investigators determined that the following GOs had primary relevance in this matter, and they have been reviewed accordingly in the context of this incident:

- 1) GO 079.10 – Special Investigations Unit
- 2) GO 167.08 – Mentally Ill Persons
- 3) GO 053.25 – Use of Force
- 4) GO 100.10 – Powers of Arrest
- 5) GO 168.06 – Officer Note Taking

Upon review, it was determined that the direction and guidance provided by the relevant GOs is sufficient in its governance for members of the NRPS, and no issues were identified.

The PSU investigation and review of this incident was undertaken in compliance with Section 81 of the CSPA. The relevant policies of the NRPS, the services provided, and the conduct of the involved NRPS members were the focus of this review and investigation.

In conclusion, there were no issues identified as it pertains to services provided, the conduct of the involved NRPS members, or the existing GOs governing these situations.

Alternatives Reviewed

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

The CSPA provides that meetings of the Board shall be open to the public subject to exceptions that are set out in Subsection 44. The applicable exception to be considered in this case is the subject matter being considered includes, “*personal matters about an identifiable individual, including members of the police service or any other employees of the Board.*”

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

- 1) There are no public security matters revealed in this report.
- 2) This report does not reveal any intimate financial or personal matters.

Relationship to Police Service/Board Strategic Priorities

Not applicable.

Relevant Policy Considerations

Not applicable.

Other Pertinent Reports

C8.11 - 2025.04.24 – Request for Legal Indemnification – SIU Case 24-OCI-457
Incident of October 25, 2024.

*This report was prepared by Jason Myers, Inspector, Professional Standards Unit.
Reviewed by Steve Magistrale, Acting Superintendent, Executive Services.
Recommended by Luigi Greco, Deputy Chief, Support Services.*



Submitted by:

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

Appendices

Not applicable.