



INTERNAL CORRESPONDENCE

To: Chair and Members
From: Deb Reid
Dept: Niagara Police Service Board
Dept: Executive Director
Niagara Police Service Board

Date: June 24, 2025

**Re: Amendments to Police Service Board By-law
Framework for Strategic Planning and Annual Reporting**

Purpose:

The purpose of this report is to present the Board with a draft by-law that consolidates the Framework for Annual Reporting By-law with the Framework for Strategic Planning By-law to ensure continued compliance with current legislative requirements.

Background and Discussion:

On April 1, 2024, the Community Safety and Policing Act, 2019 (CSPA) and its associated Regulations came into force, marking a significant milestone in the modernization of policing legislation in Ontario. The CSPA is designed to enhance public safety and accountability by strengthening governance, promoting transparency, and supporting more effective delivery across all communities in Ontario. As a result, all Police Services and Police Service Boards across the province are required to operate in full compliance with the CSPA and its Regulations.

In alignment with the new legislative framework, and pursuant to the requirements set out in Ontario Regulation 399/23: General Matters Under the Authority of the Lieutenant Governor In Council, the Board approved two foundational by-laws. By-law 413-2024: The Framework for Strategic Planning on February 22, 2024 and By-law 445-2024: The Framework for Annual Reporting on March 28, 2024.

These by-laws established clear governance policies with respect to the development and maintenance of a Strategic Plan for the Niagara Regional Police Service (NRPS), as well as the annual reporting obligations of the Chief of Police relating to the performance and activities of the police service.

Following a comprehensive review led by the Chief of Police, and a review of Board by-laws conducted by the Executive Director, it was determined that further refinements were necessary to ensure full alignment with the CSPA and its regulatory obligations. As a result of this review, the provisions contained in the original Framework for Annual Reporting By-law have now been integrated into an updated version of the Strategic Planning Framework. This consolidation reflects a more cohesive and streamlined approach, eliminating redundancy while ensuring that both strategic direction and annual performance reporting are address in a single, comprehensive governance document.

The revised framework also formalizes changes to the structure of the NRPS Annual Report, transitioning from a traditional statistical report to a modernized format consistent with reporting standards. These changes were reflected in the 2024 Annual Report/Strategic Plan Update, which was presented to the Board at its meeting on June 26, 2025.

The proposed consolidated by-law has been reviewed by the Board Solicitor, Woody McKaig, and NRPS Legal Counsel Vita Gauley. Following their legal review and endorsement, the revised by-law is now submitted to the Board for final approval.

Cost of Recommendation:

There will be no additional costs associated with the implementation of the attached By-law. Specific costs resulting from the Framework for Strategic Planning and Annual Reporting are dealt with by the Chief of Police and the Board on an ongoing basis as part of the annual budget processes.

Alternative Options:

The Board is required to develop a host of policies for every aspect of service delivery. The By-law presented complies with the CSPA and its Regulations and Ministry of the Solicitor General guidelines and there are no realistic alternatives.

Recommendation:

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

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



Deb Reid
Executive Director

Encl. (1)
By-law 535-2025: Framework for Strategic Planning and Annual Reporting



BY-LAW NO. 535-2025

**A BY-LAW RESPECTING
THE FRAMEWORK FOR STRATEGIC PLANNING AND ANNUAL REPORTING**

1. PREAMBLE

- 1.1 WHEREAS subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, as amended* ("CSPA") 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 CSPA;
- 1.2 AND WHEREAS subsection 38 (2) of the CSPA provides that a Police Service Board may establish policies respecting matters related to the Police Service or the provision of policing;
- 1.3 AND WHEREAS subsection 79 (3) of the CSPA provides that a Chief of Police of a Police Service maintained by a Police Service Board shall administer the Police Service and oversee its operation in accordance with the Board's policies and Strategic Plan, and
- (c) comply with the lawful directions of the Board;
- 1.4 AND WHEREAS Section 12 of O. Reg. 399/23: General Matters Under the Authority of the Lieutenant Governor in Council prescribes annual reporting requirements of Chiefs of Police relating to the activities of the police service during the previous fiscal year, including information on,
- (a) implementation of the Strategic Plan prepared and adopted by the Police Service Board under subsection 39 (1) of the CSPA;
- (b) public complaints;
- (c) the actual cost of policing; and
- (d) any other information that is required to be in the annual report by other regulations made under the CSPA.
- 1.5 AND WHEREAS subsection 12 (2) of the said O. Reg. 399/23 provides that the Board shall publish the annual report on the internet;
- 1.6 AND WHEREAS Section 39 of the CSPA provides that a Police Service Board shall in accordance with the regulations, if any, prepare and adopt a Strategic Plan for the provision of policing;
- 1.7 AND WHEREAS Section 41 of the CSPA requires that the Board shall file an annual report with the municipality regarding the matters detailed in Section 41;

- 1.8 AND WHEREAS the Board deems it appropriate to require the Chief of Police to prepare, for the Police Service Board, an annual report on the activities of the police service during the previous fiscal year, which include, at a minimum the matters detailed in Sections 39 and 41 of the CSPA, and:
- (a) performance objectives, indicators and results;
 - (b) public complaints; and
 - (c) the actual cost of police services.
- 1.9 AND WHEREAS subsection 41 (3) of the CSPA provides that the Board shall make its best efforts to negotiate and enter into a protocol with its municipality that addresses the sharing of information with the municipality, including the type of information to be shared and the frequency for sharing such information;

NOW THEREFORE THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD ENACTS AS FOLLOWS:

2 DEFINITIONS

- 2.1 “Act” or “CSPA” means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 “Board” means the Regional Municipality of Niagara Police Service Board;
- 2.3 “Chief” means the Chief of the Niagara Regional Police Service;
- 2.4 “Member” means a member of the Niagara Regional Police Service;
- 2.5 “Ministry” means the Ministry of the Solicitor General;
- 2.6 “Municipal Council” means the Municipal Council of the Regional Municipality of Niagara;
- 2.7 “Service” means the Niagara Regional Police Service.

3 POLICY

- 3.1 The Board and the Niagara Regional Police Service are committed to providing quality policing to the citizens of Niagara Region. The development of a sound Strategic Plan that reflects the needs of our communities and of the Niagara Regional Police Service and regular reporting to the Board on the Strategic Plan are fundamental to the effective delivery of adequate and effective policing, and it is therefore the policy of the Board to establish a framework for strategic planning and reporting that is consistent with the guidelines provided by the Ministry of Solicitor General and in accordance with Section 39 of the CSPA and this By-law.

4 ROLES & RESPONSIBILITIES

4.1 Police Service Board

The Board has the powers and responsibilities set out in the recitals and in sections 3, 7 and 9 of this By-law. The practical effect of these legislative powers and responsibilities is that the Board develops and approves the process for strategic planning, monitors the consultation process, leads and participates in external consultations and environmental scanning; implements the external consultation process in order to obtain input from the

business community, regional and municipal councils, school boards and the public at-large; ensures data is analyzed and issues identified; participates in planning discussions and identifies policing priorities collaboratively with the Chief of Police; weighs costing factors and approves action plans and funding estimates; shares expectations regarding the success indicators and milestones; and reviews and assess reports from the Chief of Police.

4.2 **Chief of Police**

The Chief of Police has authority to make the operational and administrative decisions required to operate the Police Service. The role of the Chief of Police in connection with strategic planning policy role is to ensure implementation of this policy; to undertake internal consultation and organizational review; to analyze data and bring issues forward to the Board; to participate in planning discussions and identify policing priorities collaboratively with the Board; to estimate costs to identified priorities and goals and participate in funding allocation discussions; to provide the Board with details of agreed to policing priorities; and to prepare regular and annual reports.

5 DIRECTION TO CHIEF

5.1 **Procedures**

The Chief shall develop and implement procedures that are consistent with the requirements of the CSPA that provides a co-operative framework for strategic planning to achieve our legislative responsibilities and respond to community concerns.

6 PROTOCOL

6.1 The Board shall enter into a protocol with the Regional Municipality of Niagara that sets out the dates by which the Strategic Plan should be provided to Municipal Council, the responsibility for making it public, and if Municipal Council chooses, jointly determining and participating in the consultation process for the development of the Strategic Plan, in accordance with Section 39 of the CSPA and this By-law.

7 FRAMEWORK FOR STRATEGIC PLANNING

7.1 **FRAMEWORK FOR STRATEGIC PLANNING**

7.1.1 The Board, in consultation with the Chief, will prepare a framework for the development of a Strategic Plan that is consistent with the requirements of Section 39 of the CSPA.

7.1.2 The framework referred to in subsection 7.1.1. above for the development of a Strategic Plan will include consultation on:

- a. an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
- b. the results achieved by the Service in relation to the Strategic Plan currently in effect;
- c. a summary of the workload assessments and service delivery evaluations undertaken during the existing Strategic Plan cycle;
- d. the Board's proposals with respect to the Service's objectives, core business and functions, and performance objectives and indicators for the functions set out in O. Reg. 392/23: Adequate and Effective Policing (General); and

- e. the estimated cost of delivering adequate and effective police services to meet the needs in the draft Strategic Plan.

7.2 PERFORMANCE OBJECTIVES

7.2.1 The Board, in consultation with the Chief, will consider the following factors when developing performance objectives:

- a. the Service's existing and/or previous performance and estimated costs;
- b. crime, calls for services and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
- c. the type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
- d. the availability of measurements of assessing the success in achieving the performance objectives; and
- e. community expectations, derived from the consultation process, community satisfaction surveys and victimization surveys.

7.3 INFORMATION TECHNOLOGY

7.3.1 The Board, in consultation with the Chief, will include in the Strategic Plan an information technology plan that:

- a. is based on an evaluation of the Service's information technology needs, including its ability to mitigate risk and its capacity to electronically share information with other agencies, organizations and community groups;
- b. requires periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
- c. addresses information technology acquisition, updating, replacement and training.

7.4 POLICE FACILITIES

7.4.1 The Board, in consultation with the Chief, will include in the Strategic Plan, a police facilities plan that, at minimum, ensures that the Service maintains one or more police facilities that are accessible to the public during normal working hours, and that during all other hours, the public has telecommunications access to a communications centre.

7.4.2 The Chief will implement a resource planning methodology that is either automated or manual and which takes into account the Strategic Plan and existing demands for service.

7.5 COMMUNICATION OF STRATEGIC PLAN

7.5.1 The Board, in consultation with the Chief, will establish a process, with Municipal Council, for the communication of the Strategic Plan to:

- a. Members; and
- b. Members of the public.

The Board's approved Strategic Plan will be provided to Members of Regional Council in accordance with the *Protocol For The Sharing of Information Between The Regional Municipality of Niagara Police Service Board and The Regional*

Municipality of Niagara as referred to in subsection 6.1 (a copy of which is attached hereto as Appendix A).

- 7.5.2 The Chief of Police will ensure the Strategic Plan is communicated to all members of the Niagara Regional Police, and that it is available to the general public on the Niagara Regional Police web site.

7.6 COST PROJECTIONS

- 7.6.1 The Chief shall ensure that the Strategic Plan includes the operating and capital budgets and estimated cost projections for implementing the Strategic Plan for each year that the plan covers.

8 STRATEGIC PLAN

- 8.1 The Board shall develop a Strategic Plan in accordance with Section 39 of the CSPA and this By-law.

The Strategic Plan shall address at least the following matters:

1. How the Police Service Board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area.
2. The objectives, priorities and core functions of the Police Service.
3. Quantitative and qualitative performance objectives and indicators of outcomes relating to:
 - (i) the provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - (ii) community satisfaction with the policing provided;
 - (iii) emergency calls for service;
 - (iv) violent crime and clearance rates for violent crime;
 - (v) drug crime and clearance rates for drug crime;
 - (vi) property crime and clearance rates for property crime;
 - (vii) youth crime and clearance rates for youth crime;
 - (viii) police assistance to victims of crime and re-victimization rates;
 - (ix) interactions with persons described in paragraphs 4 and 5 of this subsection;
 - (x) road safety; and
 - (xi) any other prescribed matters.
4. Interactions with,
 - (i) youths;
 - (ii) members of racialized groups; and
 - (iii) members of First Nation, Inuit and Métis communities.
5. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.
6. Information technology.
7. Resource planning.
8. Police facilities.
9. Any other prescribed matters.

- (2) The Strategic Plan must also provide an overview of the consultations that were conducted under subsection (3) and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the Plan. 2019, c. 1, Sched. 1, s. 39 (2).
- (3) In preparing or revising the Strategic Plan, the Police Service Board shall consult with:
 - (a) Chief of Police;
 - (b) the municipal council of any municipalities in the Board's area of policing responsibility;
 - (c) the Band Councils of any First Nations in the Board's area of policing responsibility;
 - (d) groups representing diverse communities in the Board's area of policing responsibility;
 - (e) school boards, community organizations, businesses and members of the public in the Board's area of policing responsibility; and
 - (f) any other prescribed persons, organizations or groups. 2019, c. 1, Sched. 1, s. 39 (3).
- (4) In preparing or revising the Strategic Plan, the Police Service Board shall consider, at a minimum,
 - (a) the results of the consultations conducted under subsection (3);
 - (b) any community safety and well-being plans adopted by the municipalities or First Nations that are in the Board's area of policing responsibility; and
 - (c) the needs of members of the diverse communities in the Board's area of policing responsibility, including the needs of members of racialized groups and of First Nation, Inuit, and Métis communities. 2019, c. 1, Sched. 1, s. 39 (4).
- (5) The Police Service Board shall review and, if appropriate, revise the Strategic Plan in accordance with the regulations, if any, at least once every four years. 2019, c. 1, Sched. 1, s. 39 (5).
- (6) The Police Service Board shall publish the Strategic Plan on the Internet in accordance with the regulations made by the Minister, if any.

9 FRAMEWORK FOR ANNUAL REPORTING

9.1 FRAMEWORK FOR ANNUAL REPORTING

- 9.1.1 The Chief of Police will prepare an Annual Report for the Board on matters detailed in Section 39 of the CSPA, and consistent with the requirements of this Board By-law and subsection 12 (1) (a) of O. Reg 399/23.
- 9.1.2 The Board, in consultation with the Chief, will establish a process, with Municipal Council, for the communication of the annual report to:
 - (a) Members; and
 - (b) Members of the public.

9.2 ANNUAL REPORTING ON PUBLIC COMPLAINTS

The Chief of Police will prepare an Annual Report for the Board on matters detailed in Part X of the CSPA, and consistent with the reporting requirements of Board By-law 434-2024: Public Complaints, and subsection 12 (1) (b) of O. Reg. 399/23.

9.3 COST OF POLICING

In accordance with subsection 12 (1) (c) of O. Reg. 399/23, the Chief shall ensure that the Annual Reports to Municipal Council and the Board include the actual cost of policing.

10 REPORT TO THE BOARD ON STRATEGIC PLAN

10.1 The Chief shall provide the Board with updates on the progress related to the objectives in the Plan in June and December, with one of these updates being the annual report referenced in Section 10.2 below.

10.2 The Chief shall prepare and submit an annual report to the Board in June of each year that addresses the following:

- a. the implementation of the Strategic Plan and the achievement of the performance objectives identified in the Strategic Plan;
- b. the affairs of the Police Service;
- c. the provision of policing as it relates to any Community Safety and Well-Being Plan adopted by the Niagara Region and municipalities or First Nations that are in the Board's area of policing responsibility; and
- d. Any other prescribed matters.

10.3 The Board shall submit the report provided by the Chief of Police to Niagara Regional Council by no later than June 30 of each year, and publish the report on the Internet.

11 IMPLEMENTATION

11.1 By-law Nos. 293-2009, 356-2015, 413-2024, and 445-2024, as amended, and all other By-laws, sections of By-laws and strategic planning policies of the Board inconsistent with the provisions of this By-law are hereby repealed.

11.2 This By-law shall come into force on the date of its passage.

11.3 The Chief shall implement this By-law, where applicable, through general order.

ENACTED AND PASSED this 24th day of July, 2025.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Pat Chiochio, Chair

Deb Reid, Executive Director

Attachments (1)

**PROTOCOL FOR THE SHARING OF INFORMATION
BETWEEN THE
REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD
AND THE
REGIONAL MUNICIPALITY OF NIAGARA**

WHEREAS subsection 37 (1)(a) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ("CSPA")* provides that a Board shall ensure that adequate and effective policing is provided in the area for which it has policing responsibility as required by Section 10 of the CSPA;

AND WHEREAS subsection 38 (2) of the CSPA provides that a Police Service Board may establish policies respecting any other matters related to the Police Service or the provision of policing;

AND WHEREAS subsection 41 (3) of the CSPA, provides that the Regional Municipality of Niagara Police Service Board shall make best efforts to negotiate and enter into a protocol with The Regional Municipality of Niagara (its municipality) that addresses the sharing of information, including the type of information to be shared and the frequency for sharing such information;

AND WHEREAS subsection 41 (4) of the CSPA, provides that the Regional Municipality of Niagara Police Service Board regardless of the existence of an information sharing protocol, shall provide the municipality, on request, with any information, other than personal information, relevant to the preparation or review of the community safety and well-being plan or to the board's estimates;

AND WHEREAS subsection 50(1) provides that a municipality that maintains a municipal board shall provide the board with sufficient funding to, a) comply with the Act and the regulations; and b) pay the expenses of the board's operations, other than the remuneration of board members.

THEREFORE, THE PARTIES HEREBY AGREE THAT:

The Regional Municipality of Niagara Police Service Board shall provide the Regional Clerk of The Regional Municipality of Niagara:

1. In December of each year, a copy of the Police Service Board's meeting schedule for the upcoming year including dates, times and location of its meetings.
2. Electronic access to public agenda and minutes through the Regional Municipality of Niagara Police Service Board's Internet site at www.niagarapolice.ca
3. Should the Board and Chief of Police host public information sessions on current policing issues in the Niagara Region they will inform the Regional Clerk of where and when these events are to take place as soon as this information has been confirmed.
4. Notice of other public consultation processes scheduled by the Police Service Board for the development of a Niagara Regional Police Service Strategic Plan.

5. The Board will provide information as required or requested by Regional Council or as directed by the Board for Regional Council's consideration, with respect to Board meeting agendas, minutes, budget, and any other matter from time to time as may be permitted by the CSPA.
6. The Board will review and respond to Regional Council decisions applicable to the Board. In its response, the Board will consider its statutory responsibilities and the objectives of both the Board and Regional Council relevant to the decision.
7. Regional Council will communicate to the Board any information it obtains pertaining to the Board or the Service or that is necessary for the effective and efficient provision of policing services in Niagara Region, in a timely manner.
8. Any other reports or information as determined by the Police Service Board.
9. In accordance with Section 39 of the CSPA the Regional Municipality of Niagara Police Service Board shall:
 - (a) Pursuant to subsection 39 (3) of the CSPA consult with the Regional Council or any local area municipalities in the Board's area of policing responsibility with regards to preparing or revising the Strategic Plan;
 - (b) Pursuant to subsection 39 (4), in preparing or revising the Strategic Plan, the Board shall consider, at a minimum:
 - i) The results of the consultations conducted under subsection (3);
 - ii) Any community safety and well-being plans adopted by the municipalities or First Nations that are in the Board's area of policing responsibility.
 - iii) the needs of members of diverse communities in the board's area of policing responsibility, including the needs of members of racialized groups and of First Nation, Inuit and Métis communities.
 - (c) Publish the Strategic Plan on the Internet in accordance with the regulations made by the Minister, if any. The Regional Clerk will be provided with a copy of the Strategic Plan prior to it being published on the Board's website for public viewing.
10. The Board will provide copies of the Niagara Regional Police Service Statistical Annual Report, to the public no later than June 30 in each year.
 - (a) On or before June 30 in each year, and in accordance with Section 41 of the CSPA, the Regional Municipality of Niagara Police Services Board shall file an annual report with Regional Council regarding: the implementation of the Board's Strategic Plan and the achievement of the performance objectives identified in the Strategic Plan;


- (b) the affairs of the Niagara Regional Police Service;
- (c) the provision of policing as it relates to any Community Safety and Well-Being Plans adopted by the municipalities or First Nations that are in the Board's area of policing responsibility; and
- (d) any other prescribed matters.

11. The Board shall publish the annual report referred to in section 41 of the CSPA on the Internet in accordance with the regulations made by the Ministry, if any. If the Ministry does not regulate the publishing of the annual report, the Board will post it on their website on or before June 30 in each year, after it has provided a copy to the Regional Clerk.

12. This Protocol is subject to the provisions of CSPA and *Municipal Freedom of Information and Protection of Privacy Act*.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

DATED AT Niagara Falls, Ontario this 28th day of March, 2024.



Jen Lawson, Chair



Deb Reid, Executive Director

THE REGIONAL MUNICIPALITY OF NIAGARA

DATED AT Thorold, Ontario this 3rd day of July, 2024.



Jim Bradley, Regional Chair



Ann-Marie Norio, Regional Clerk