

NIAGARA REGIONAL POLICE SERVICE

September 4, 2025

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MEETING OBJECTIVES

To develop an understanding of the following:

- Niagara Regional Police Service services and service levels
- What funding those service levels require and how that impacts the estimated 2026 budget
- Niagara Regional Police Service known pressures
- Key department efficiencies and continuous improvement plans
- Capital Budget Considerations

OVERVIEW

The Niagara Regional Police Service is mandated by provincial legislation to provide policing that is both adequate and effective.

This means ensuring our Service is responsive to the unique needs of our communities—delivering crime prevention, law enforcement, and emergency response in a way that is timely, professional, and consistent with provincial standards.



YEAR IN REVIEW: DEPARTMENT TRENDS

Here are trends that we have seen throughout 2025 in the Niagara Regional Police Service

1

**Resource
Allocation and
Service Delivery**

2

**Legislative
Requirements
Impact Operational
Priorities**

3

**Sophistication of
Crime**

OVERVIEW OF KNOWN PRESSURES

Here are examples of the known pressures in the Niagara Regional Police Service

EXTERNAL FINANCIAL PRESSURES

- Limited availability of alternate funding options to support and sustain Police mandated services.
- When offered, many grant programs fall short of what is required to fully support and sustain the program.
- Alternate cost recovery programs or funding for enhanced service delivery models are based on a fixed funding formula that are not indexed to inflationary cost pressures.
- Cost of critical resources to support Police programs exceed annual inflationary Consumer Price Index (CPI)
- Contractual wage settlements for Police Industry
- Statutory benefits such as CPP, EI and WSIB
- Computer software maintenance and leasing contracts
- Fuel

7

1

External
Financial
Pressures

EMERGING LEGISLATION

- New legislative requirements are reshaping operational priorities, compliance obligations, and investigative processes
- Requirements under Community Safety and Policing Act (CSPA) and Major Case Management (MCM) are increasing compliance risks and accountability standards
- Modernizing policies, technology and training is essential to meet legislative demands and mitigate operational risk

8

2

Emerging
Legislation

EMERGING CRIME/SOPHISTICATION

9

3

Emerging
Crime &
Sophistication

MEMBER WELLNESS

- Rising stress, trauma exposure, staffing shortages, and increasingly complex calls are straining Police Services
- Balancing public safety with member wellbeing now demands sustained investment and cultural change

10

4

Member
Wellness

EXTERNAL FINANCIAL PRESSURES

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- Cost of critical resources to support Police programs exceed annual inflationary Consumer Price Index (CPI)
 - Contractual wage settlements for Police Industry
 - Statutory benefits such as CPP, EI and WSIB
 - Computer software maintenance and licensing contracts.
 - Fuel

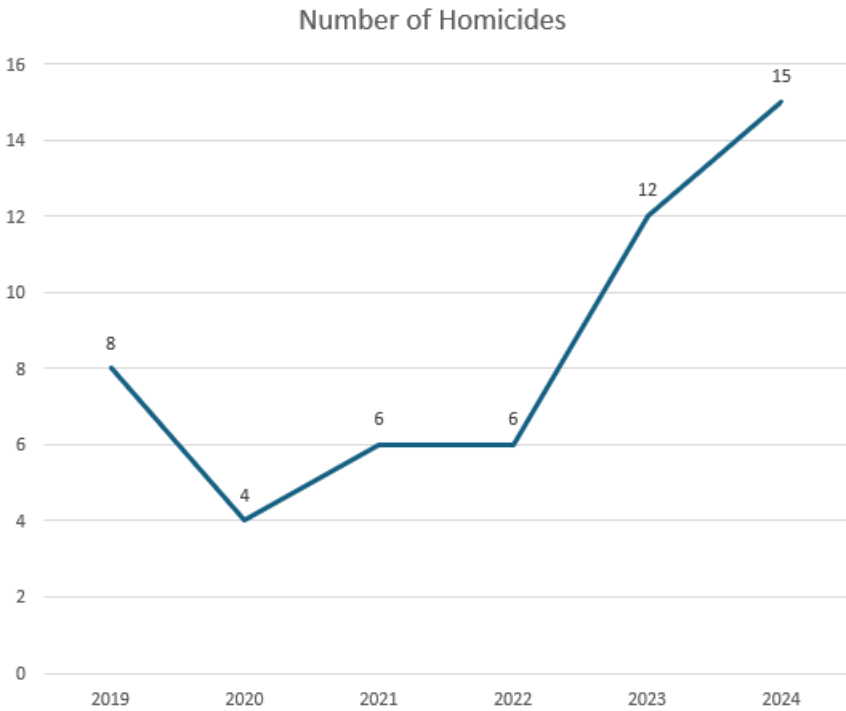
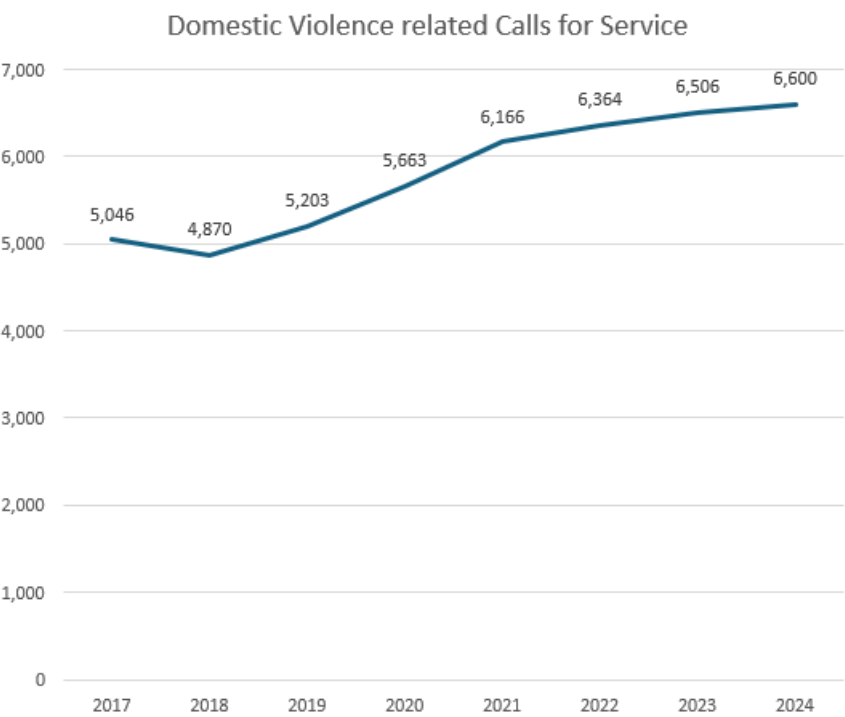


EMERGING LEGISLATION

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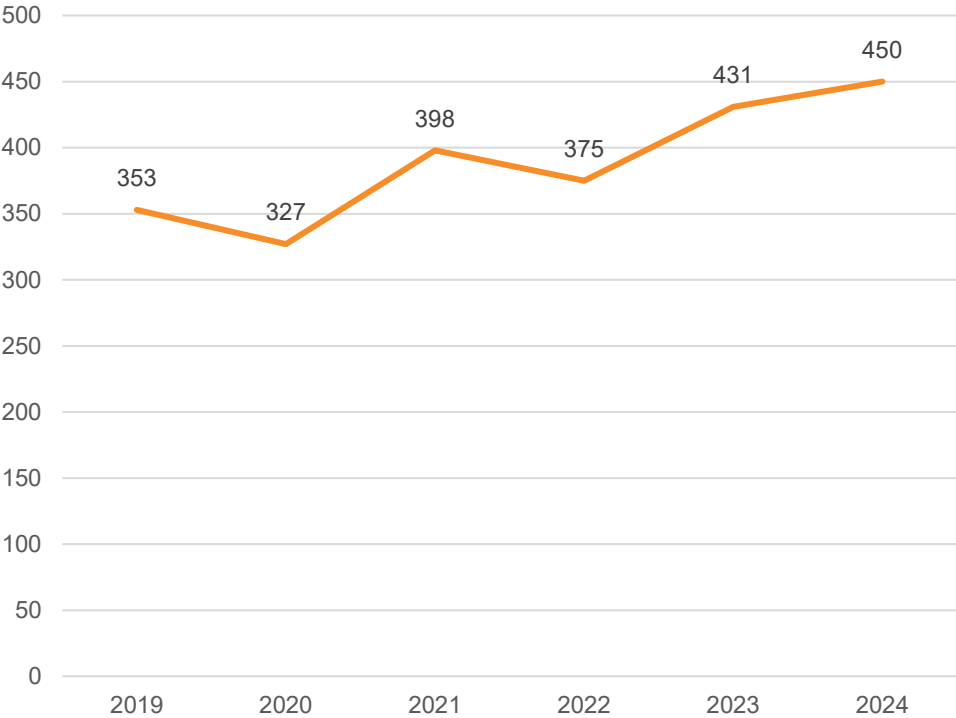
EMERGING CRIME/SOPHISTICATION



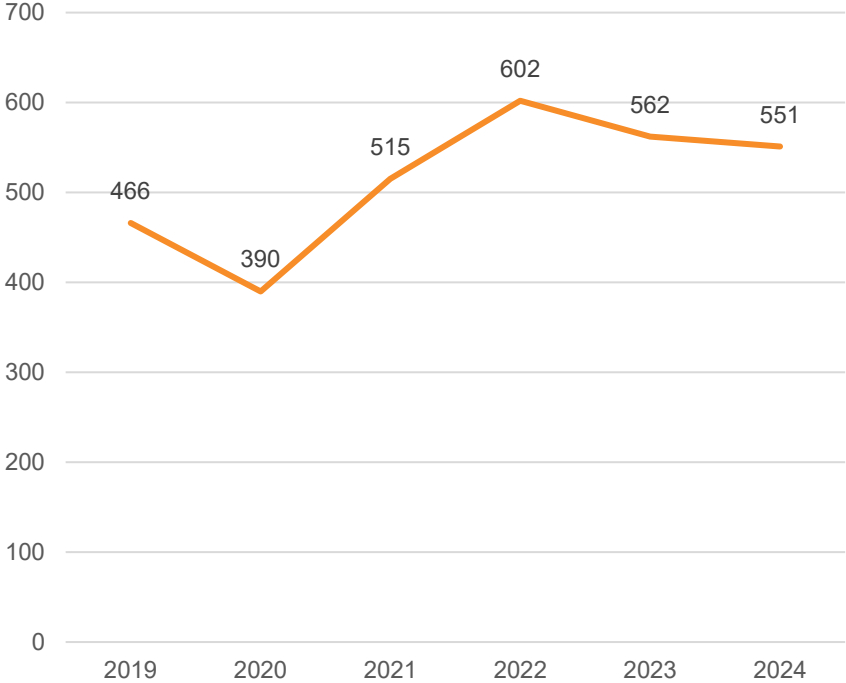
EMERGING CRIME/SOPHISTICATION

(continued)

Child Abuse related Calls for Service



Sexual Assault related Calls for Service



MEMBER WELLNESS

- Rising stress, trauma exposure, staffing shortages, and increasingly complex calls are straining police services
- Balancing public safety with member wellbeing now demands sustained investment and cultural change



YEAR IN REVIEW: DEPARTMENT BUDGET

This slide showcases the challenges and opportunities that the final 2025 budget provided Niagara Regional Police Service

Challenges	Opportunities
<ul style="list-style-type: none">• Financial pressure from region• Emerging legislation• Emerging crime and sophistication• Member wellness• Short-term thinking vs strategic vision• Police filling service gaps (i.e., healthcare)	<ul style="list-style-type: none">• Senior Command investment to realign Service structure• Long-term strategic vision vs organic growth• 4th entity (mental health response)

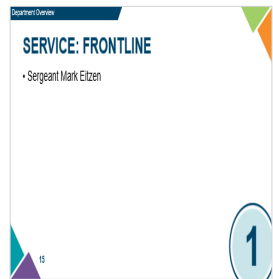
SERVICES

We achieve our levels of service through these key areas:

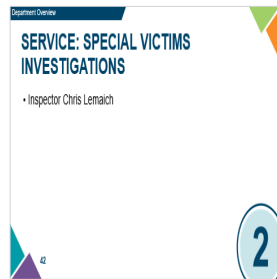


KEY SERVICES OVERVIEW

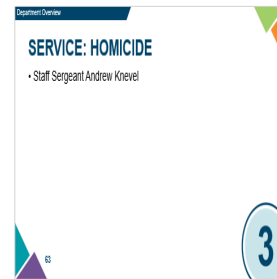
Here are a few key statistics that showcase how our department operates.



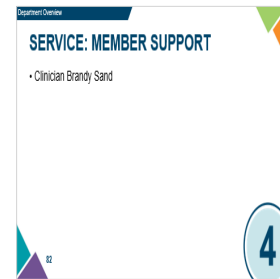
Front Line Services



Special Victims Investigations



Homicide Investigations



Member Support

SERVICE: FRONTLINE

- Sergeant Mark Eitzen



TRAINING DEMONSTRATION:

Assault with a Weapon

NRPS Incident #24-67300

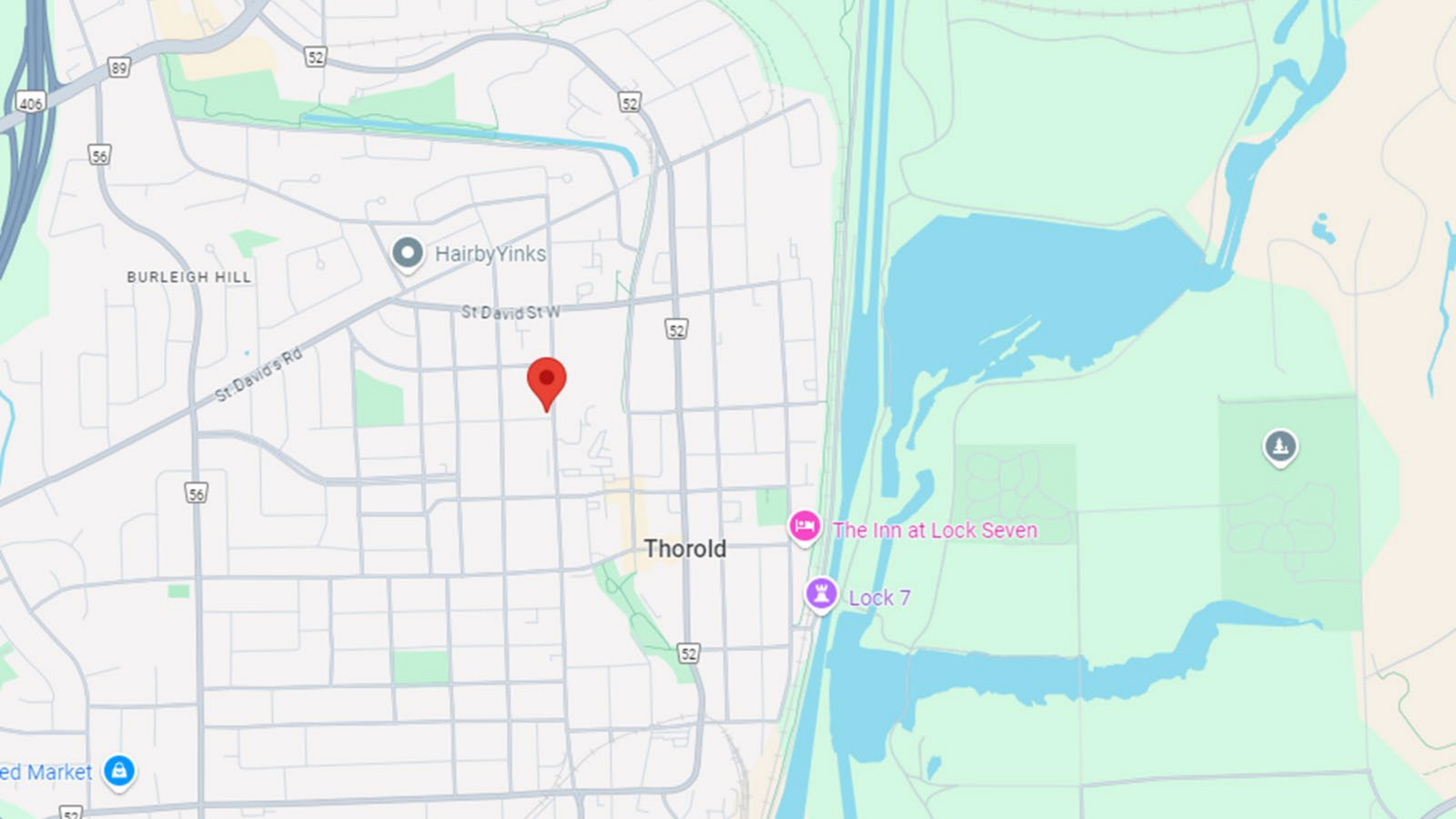
31 Pine St. N.

Thorold

140 zone

June 23, 2024

A-Platoon working



HairbyYinks

BURLEIGH HILL

St David St W

St David's Rd

Thorold



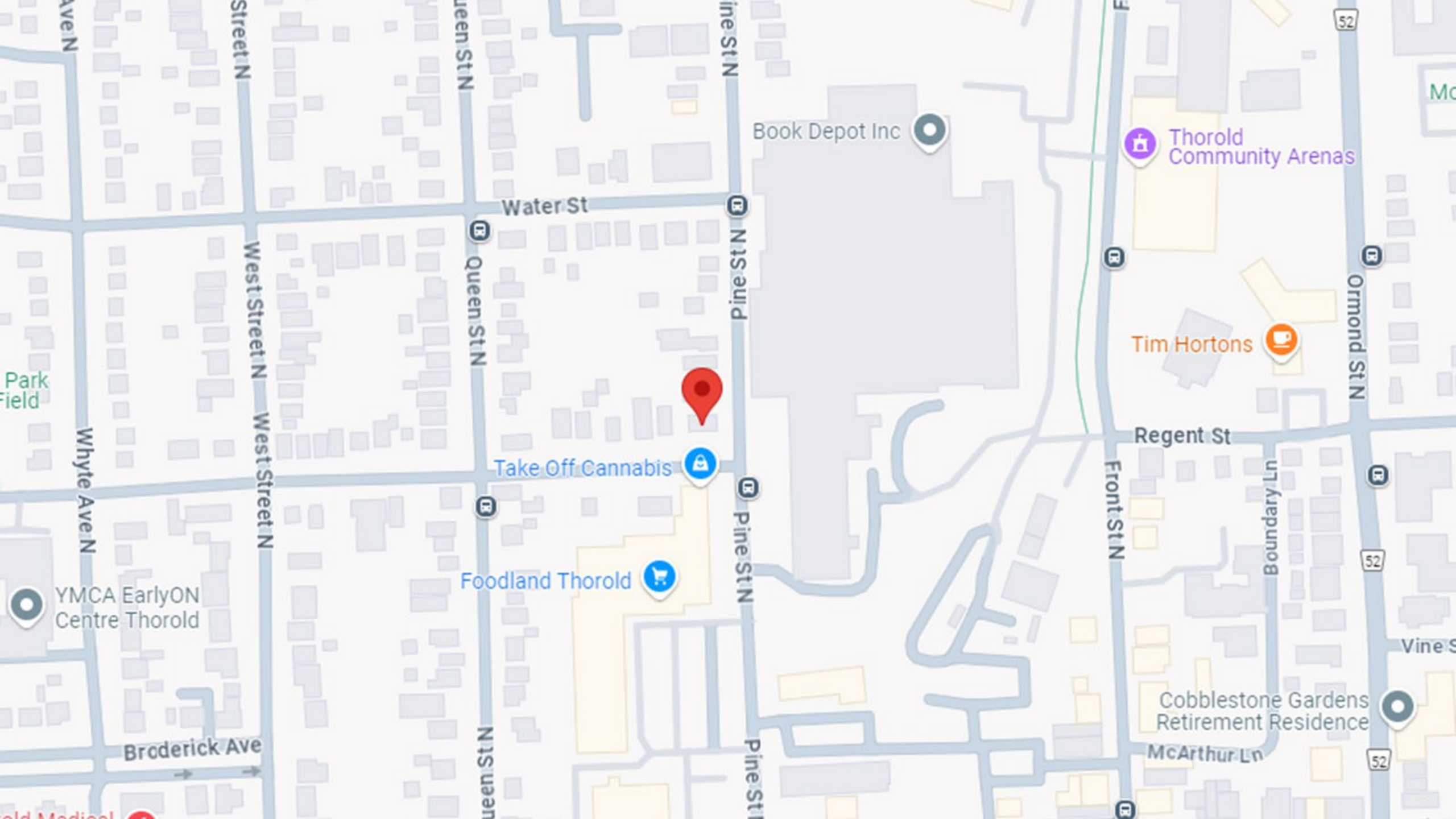
The Inn at Lock Seven



Lock 7

ed Market







**INITIAL RESPONSE LOCATION -
VICTIM MEETS POLICE IN THIS
PARKING LOT**

911 CALL:

0950hrs: Couple just came up to complainant saying someone tried to attack them with a hammer and the one male is bleeding from the ear.

0952hrs: Now they're saying it was a hammer and a gun

0953hrs: Parties are saying the person lives at a corner house

0956hrs: Parties are telling complainant they were visiting a friend upstairs of this place and that's when the male came with the gun and hammer and pistol whipped the one male

0957hrs: Police T7 and disconnected





NORTH

WEST

EAST

SOUTH

An aerial photograph of a neighborhood. On the left, there is a large commercial building with a flat roof and a parking lot filled with cars. To the right of the commercial building is a residential area with several houses. Some houses have numbers on their roofs: 33, 35, 37, 39, and 43. There are also swimming pools visible in some backyards. The image is overlaid with four directional labels in yellow text on black backgrounds: 'WEST' at the top right, 'SOUTH' on the left, 'EAST' at the bottom left, and 'NORTH' at the bottom right. The streets are visible as light-colored lines separating the blocks.

WEST

SOUTH

EAST

NORTH

Victim meets Constable
Moccia (141A) here

141A

33

35

37

39

43

45





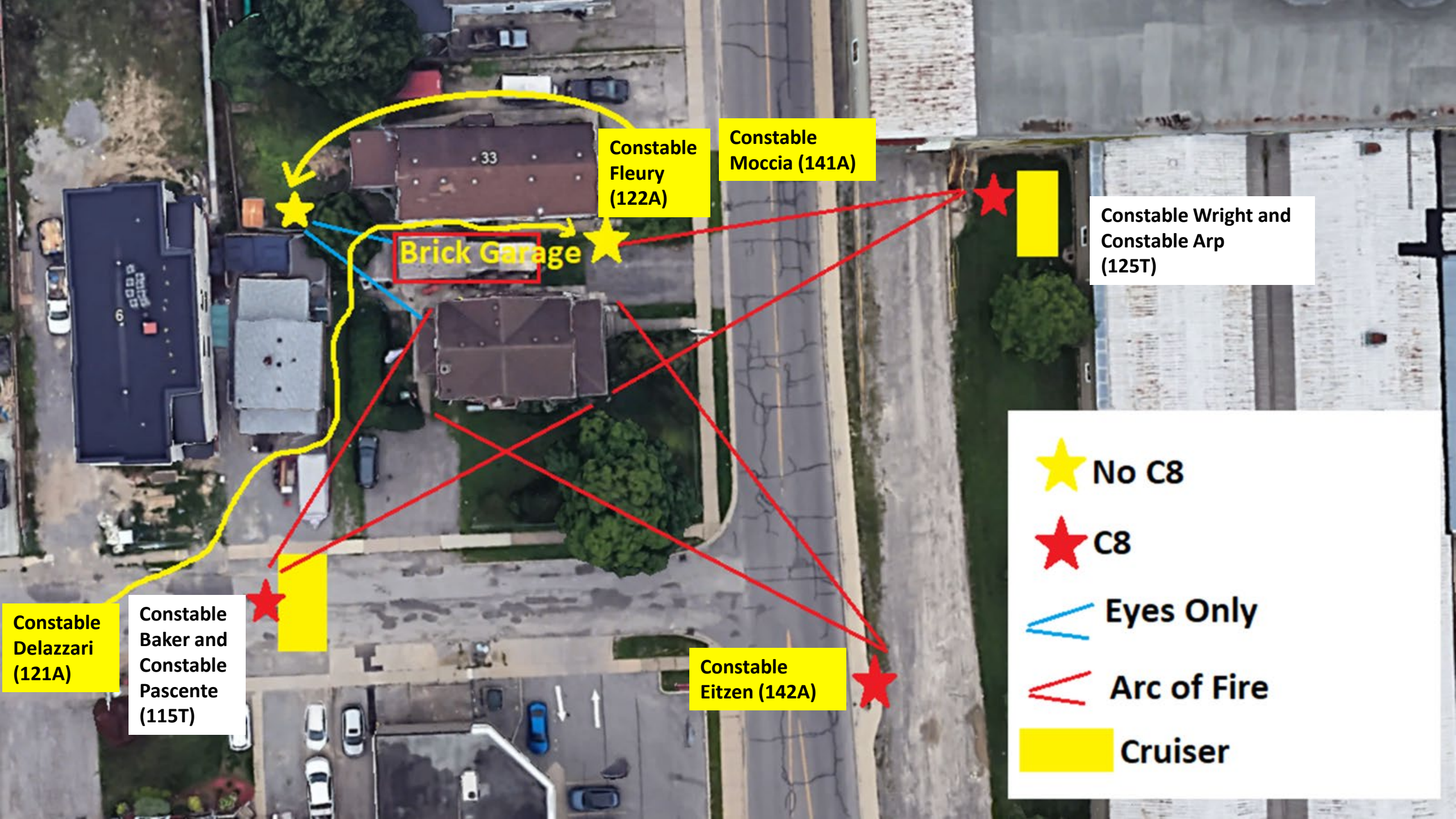


CONTAINMENT:



Neighbours backyard





Constable
Fleury
(122A)

Constable
Moccia (141A)

Brick Garage

Constable Wright and
Constable Arp
(125T)

★ No C8

★ C8

≡ Eyes Only

≡ Arc of Fire

■ Cruiser

Constable
Delazzari
(121A)

Constable
Baker and
Constable
Pascente
(115T)

Constable
Eitzen (142A)

**Constable
Fleury
(122A)**



**Constable Wright
and
Constable Arp
(125T)**





**Constable
Moccia (141A)**

Constable Baker and Constable Pascente (115T)



UPDATE:

0958: Constable Moccia (141A) off with male and female at the Pine Plaza

0959: Constable Eitzen (142A) Male suspect involved in an assault last block – he is about 30-40 years old with tattoos

1007: Constable Eitzen (142A) Going to have to contain 31 Pine Street and evacuate 33

1010: Constable Eitzen (142A), Constable Moccia (141A) Advise if there are any other weapons?

Constable Moccia (141A) Just said firearm and hammer

Constable Eitzen (142A) Going to have to give ETU Sergeant a heads up

Constable Eitzen (142A) Going to initiate **ICLEAR** and clearing 33 Unit A&B

UPDATES CONTINUED:

1012: Constable Eitzen (142A) Long gun units come in from Front Street, the front of the book depot and cover will be at the back side on the ramp

1012: A/Sergeant Ihasz (S12) Can Constable Eitzen confirm this is the address

1013: Constable Eitzen (142A) T4 confirmed at 31, corner of Pine and Ann

1017: Constables Wright and Arp (125T) Positioned across the street from 31

1020: Constables Wright and Arp (125T) One walking out with hands empty walking towards Constable Moccia (subject then detained)

1021: Constable Fleury (122A) Can see a male in the north facing in the 2nd story window

1021: Constables Wright and Arp (125T) 2nd suspect cup in hand coming out

1022: Constable Fleury (122A) Male in the 2nd story north facing window was a White male with facial hair

1022: Constable Eitzen (142A) One more in custody

1023: Constable Eitzen (142A) Male advising brother and mother inside; suspect left on a bicycle

UPDATES CONTINUED 2:

1023: Constables Wright and Arp (125T) Female exiting white t-shirt coming down the front steps with nothing in her hands

1024: Constable Fleury (122A) Blonde female in the North facing 2nd story window

1028: Constable Eitzen (142A) Conflicting information; victim is saying suspect is still inside. 3 occupants saying he left on bicycle. Sounding like one outstanding male and female inside


1030: Constable Eitzen (142A) Going to come up with a react plan and maybe an option to call these guys out

1032: A/Sergeant Ihasz (S12) Victim saying its an airsoft gun. Going to call the rest of them out

1041: Sergeant Eaton (S13) Can anyone on scene confirm if they have a male with a dark beard in custody

1042: Sergeant Eaton (S13) If nobody has a beard in custody, potentially still one in the house

1050: Sergeant Eaton (S13) Information from one of the males; possibly a male suspect up in the middle floor. Could be sleeping. Trying male on phone



...After another male exited the residence, investigation reveals that a male suspect is still outstanding.

122A (Constable Fleury) advised again that none of the parties that have exited are the male she saw in the window.

At 1056hrs S13 (Sergeant Eaton) advises that likely at least one male in the residence

Including the victim, 6 people have exited so far...

UPDATES CONTINUED 3:

1059: Inspector Ellwood (IN41) Looking for an update. Is there still someone in the house?

Acting Sergeant Ihasz (S12) Still trying to figure that out

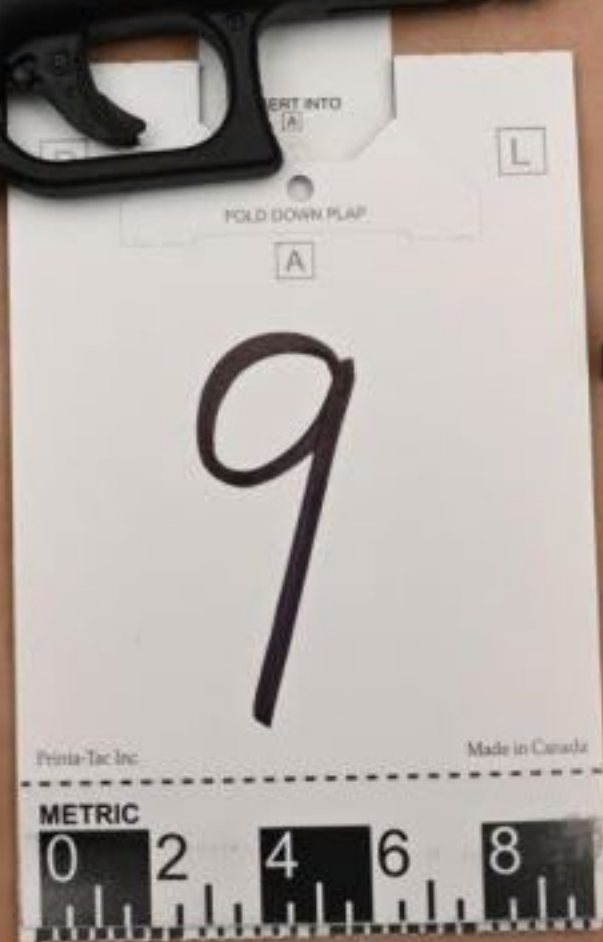
1103: Constables Wright and Arp (125T) One coming out here. Red shirt. Female advising that there is another male suspect (*7th person to exit*)

1105: Sergeant Eaton (S13) Residents claim male suspect should be the last person inside. However, our reaction plans right now to secure the residence, ensure safety of the public, and any suspect remaining inside the residence. Contain scene on outside of residence

1105: Sergeant Eaton (S13) Stop sticks on the driveway at the rear of the vehicles to disable vehicles

1122: Sergeant Eaton (S13) Contact one upstairs

1123: Sergeant Eaton (S13) Male upstairs is the suspect. Two upstairs





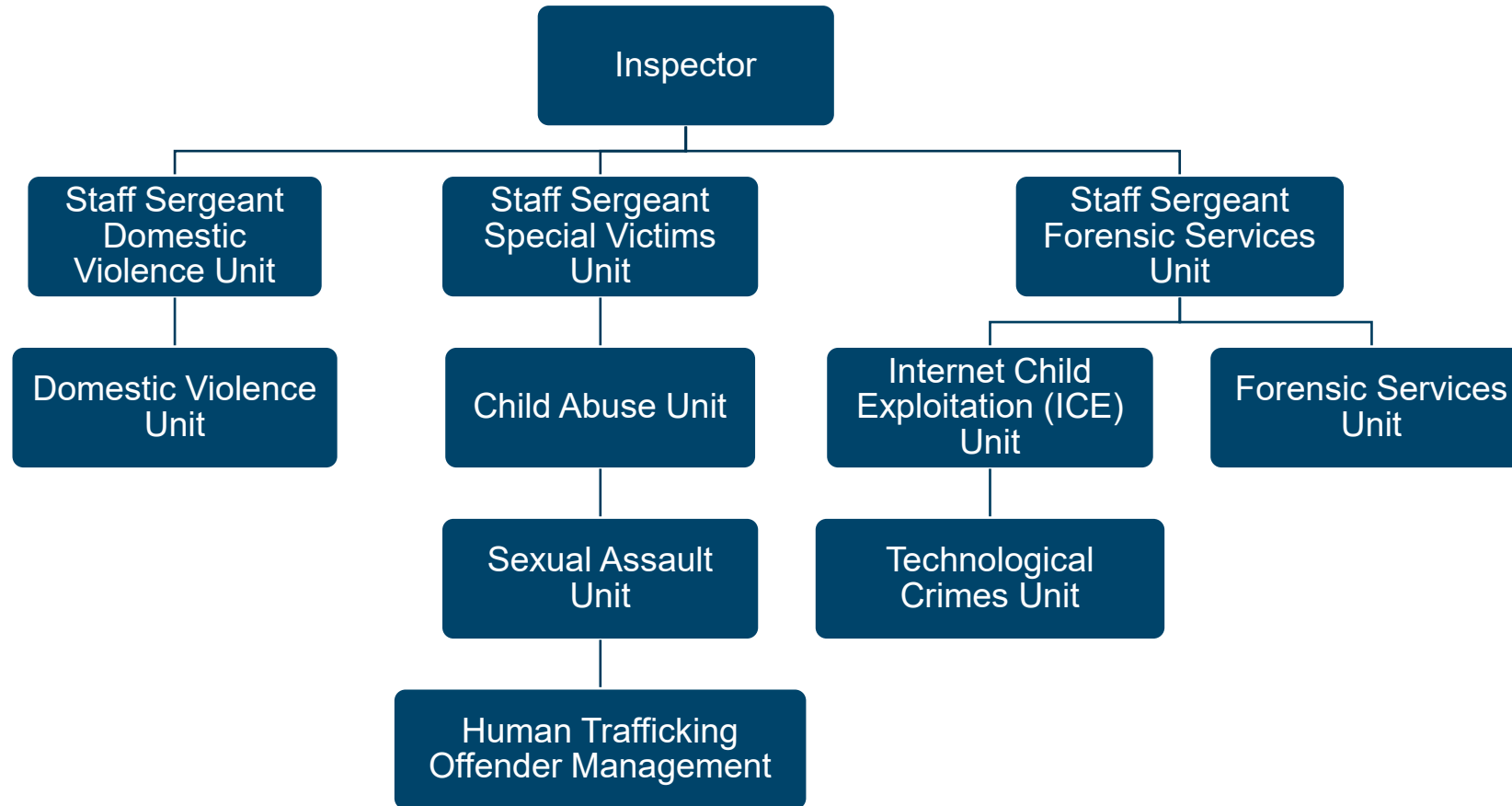
CONCLUSION

- Total of 7 people exited the house before police made entry
- Male suspect located barricaded in upstairs room and arrested
- Shotgun and ammo located in downstairs closet
- Airsoft pistol used for pistol whipping
- Various assault and firearms charges for a total of 13 counts.
- 21 officers involved in scene response

SERVICE: SPECIAL VICTIMS INVESTIGATIONS

- Inspector Chris Lemaich

INVESTIGATIVE SUPPORT



DOMESTIC VIOLENCE UNIT

- Conduct investigations of incidents of domestic violence, intimate partner violence, and/or incidents that may involve the application of the Mandatory Charge Policy
- Consult with officers responding to calls for service that involve domestic-family violence
- Provide support and functional expertise to various partner agencies including VWAP, FACS, VSN and Crown Attorney's Office

DOMESTIC VIOLENCE UNIT (continued)

- With the addition of a Staff Sergeant and three (3) Detective Sergeants, more consistent and collaborative partnerships have been developed
- DVU has strengthened relationships and enhanced partnerships with external agencies by meeting personally with each agency and their team to collaborate
- These include, but are not limited to;
 - Gillian's Place, Birchway, Family and Children's Service (FACS) Niagara, Domestic Violence Sexual Assault (DVSA) Treatment Centre, Design for a New Tomorrow, Partner Assault Response (PAR), Victim Services Niagara, Victim Witness Assistance Program (VWAP), Probation and Parole (P&P), and Niagara Detention Centre (NDC)

DOMESTIC VIOLENCE UNIT (continued 2)

- DVU meets monthly with the High-Risk Review Team (HRRT) which is comprised of Victim Services, FACS, Gillian's Place, Probation and Parole, NDC, Ministry of Solicitor General
- DVU meets quarterly with Probation and Parole which includes the Region's Probation and Parole officers
- DVU meets quarterly with MTERS, which includes Victim Services, Gillian's Place and Birchway
- DVU meets quarterly with Ontario High Risk IPV. This group is comprised of a member from each Police Service in the province. It generally involves speakers who discuss Case Law or emerging trends within IPV
- DVU is currently updating our DV policy to align with the Province's Intimate Partner Violence (IPV) and Gender Based Violence (GBV) language

DOMESTIC VIOLENCE UNIT (continued 3)

With the addition of four (4) new members in January 2025, and an additional four (4) in July 2025, each platoon identified and implemented a proactive initiative:

- **Early Intervention Program (EIP)**
- **Accredited Domestic Violence Investigators (DVI) Course**
- **Warrants and Compliance Checks**
- **Crime Stoppers Initiative**
- **Dashboards**

DOMESTIC VIOLENCE UNIT (continued 4)

1 Staff Sergeant
4 Detective Sergeants
16 Detective Constables

2024 Statistics

Domestic Related Reports	2951
Criminal Investigations – Charges	901
Criminal Investigations – No Charges	2050

HUMAN TRAFFICKING UNIT

- Conduct all human trafficking investigations in a victim-led, trauma informed approach. This includes sexual exploitation and forced labour
- Supporting all human trafficking survivors
- Conduct proactive investigations and community awareness campaigns
- Regular contact/support of community partners
- Investigators receive specialized training as legislated by the Community Safety and Policing Act (CSPA)

HUMAN TRAFFICKING UNIT (continued)

1 Staff Sergeant (Special Victims Unit)
1 Detective Sergeant
3 Detective Constables

2024 Statistics

Investigations	159
Victims/Survivors identified	48
Presentations Provided	21

SEXUAL ASSAULT UNIT

- Responsible for managing investigations into sexual assaults where the victim is 16 years or older at the time of reporting
- Investigations of sexual assault shall follow the trauma informed approach
- Investigators receive specialized training as legislated by the Community Safety and Policing Act (CSPA)

SEXUAL ASSAULT UNIT (continued)

1 Staff Sergeant (Special Victims Unit)

1 Detective Sergeant

6 Detective Constables

2024 Statistics

Total Incidents	436
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CHILD ABUSE UNIT

- Investigating all incidents of child physical and sexual abuse, under 16 at the time of reporting
- Investigating cases of neglect where serious injuries have resulted, or life has been endangered
- Investigating all attempted murders of a child
- Interviews of child victims/witnesses for other investigative units
- Investigators receive specialized training as legislated by the Community Safety and Policing Act (CSPA)
- Impact of large-scale investigations

CHILD ABUSE UNIT (continued 2)

1 Staff Sergeant (Special Victims Unit)

1 Detective Sergeant

6 Detective Constables

2024 Statistics

Incidents Investigated	273
Child Interviews	255
Criminal Charges	179

OFFENDER MANAGEMENT – ROPE SQUAD

- Oversee and ensure compliance with the Ontario Sex Offender Registry and the federal Sex Offender Registration Act
- Have sole responsibility for the input of data into the registry
- At minimum once every 12 months conduct an address check to confirm the offender's residence
- Responsible to initiate investigations and apprehensions when offenders are non-compliant
- Repeat Offender Parole Enforcement-multiple agency team that locates and apprehends parolees unlawfully at large in the Province of Ontario. Also, those who have escaped from secure custody or walks away from non-secure custody

OFFENDER MANAGEMENT – ROPE SQUAD (continued)

- 1 Staff Sergeant (Special Victims Unit)
- 1 Detective Sergeant (Human Trafficking Unit)
- 2 Detective Constables
- 2 Detective Constables – Seconded to OPP ROPE Unit

2024 Statistics

535 Offenders in Niagara required to register on the Ontario Sex Offender Registry

98.9% Compliance Rate

ROPE- 1353 arrests (as of August 20, 2025)

FORENSIC SERVICES UNIT

- To document, measure, examine and photograph scenes of crime or body sites
- Examination of articles for evidence
- The collection, preservation and evaluation of physical evidence
- Analysis and comparison of impression evidence and the formulation of conclusions regarding those comparisons i.e.: fingerprints
- Several sub-specializations including human remains recovery, bloodstain pattern analysis, and shooting scene reconstruction
- Supports all investigative units and front-line policing

FORENSIC SERVICES UNIT (continued)

1 Staff Sergeant
1 Detective Sergeant
12 Detective Constables
2 Forensic Services Technicians (Civilian)

2024 Statistics

Calls for Service	695
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TECHNOLOGICAL CRIMES UNIT

- Conduct forensic examinations of seized computers and electronic devices for the purpose of extracting evidence
- Attend the execution of search warrants to assist with on-site preview, the imaging of data and seizure of electronic devices
- Assist in the preparation of search warrants and judicial authorizations
- Investigators receive very specialized training
- Assist all investigative units across the Service

TECHNOLOGICAL CRIMES UNIT (continued)

- 1 Staff Sergeant (Forensic Services Unit)
- 1 Detective Sergeant (Internet Child Exploitation)
- 6 Detective Constables
- 2 Forensic Video Technicians (Civilian)

2024 Statistics

- 335 Requests for Technical Services Submitted
- 1253 Devices Processed (27.9% increase from 2023)

INTERNET CHILD EXPLOITATION (ICE)

- Conduct investigations involving the possession, distribution, and making child pornography (CSAM)
- Conduct online covert child luring and child exploitation investigations
- Investigators are part of the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
- Investigators receive specialized training as legislated by the Community Safety and Policing Act (CSPA)

INTERNET CHILD EXPLOITATION (ICE) (continued)

1 Staff Sergeant (Forensic Services Unit)
1 Detective Sergeant
4 Detective Constables

2024 Statistics

OCEAN Referrals	265
Referred/Proactive	110
Criminal Charges	116

SERVICE: HOMICIDE

- Staff Sergeant Andrew Knevel

HOMICIDE CASE OVERVIEW

- Homicide investigations can vary significantly in both complexity and the way they develop over time
- How they unfold is dependent on factors such as the nature of the crime, availability of evidence, number of people involved and the circumstances surrounding the incident
- Some are resolved more quickly with clear investigative leads/direction, others can take months or even years, requiring extensive resources, analysis and investigative persistence

TENILLE LEPP HOMICIDE

- 34-years-old at the time of her disappearance
- Unhoused, living in an encampment in the woods near Thundering Waters Blvd, Niagara Falls
- Her mother – Niagara-on-the-Lake resident



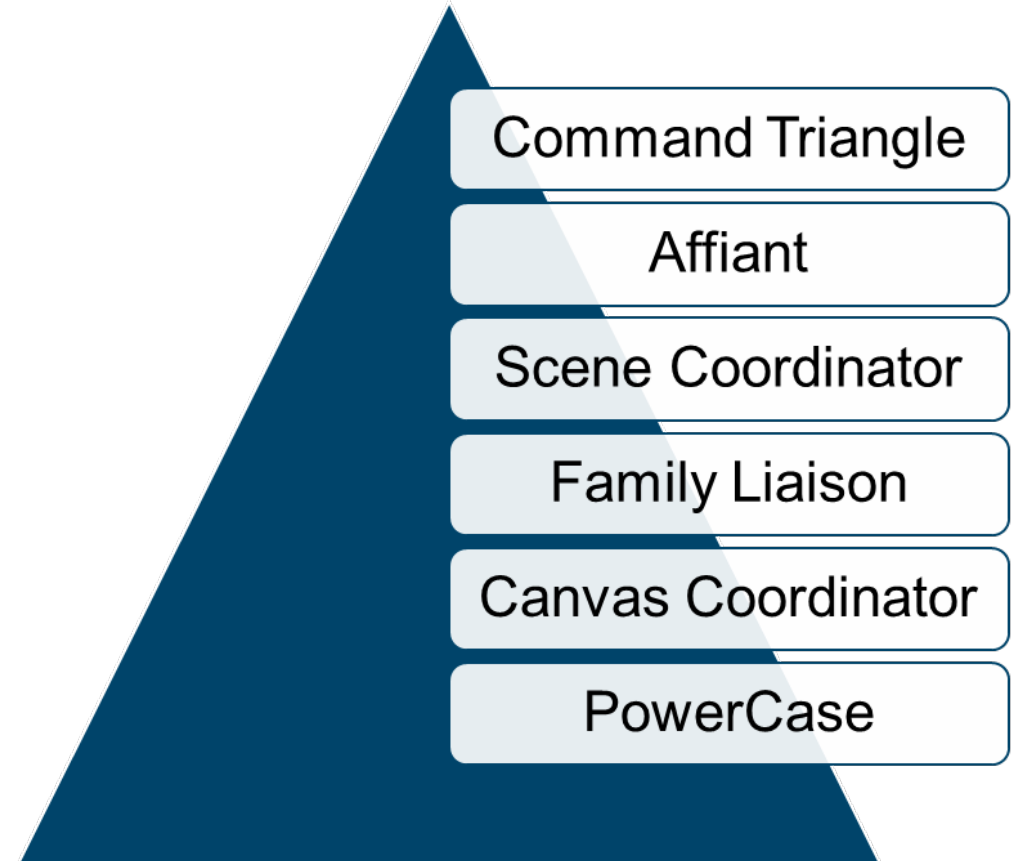
TENILLE HOMICIDE

- Reported missing by her mother on October 31, 2023
- Simultaneous reports made by other encampment residents reporting that she was last seen in a heated argument with another encampment resident on October 26, 2023
- Uniform response ensues
 - To Niagara-on-the-Lake for a Missing Persons report
 - To the encampment to investigate the circumstances of the disturbance



INITIAL RESPONSE

- Uniform officers tier the response of 2 District (Niagara Falls/Niagara-on-the-Lake) detectives
- Review of reports submitted reveal concerning elements that necessitate the activation of Major Case Management and the Homicide Unit





INVESTIGATIVE ACTIONS/PRIORITIES

- Locate Tenille
- Identify, locate and interview witnesses, family members, friends, acquaintances, person of interest (last seen with Tenille)
- Support Units utilized:
 - Surveillance Unit, Emergency Task Unit, CORE, District Detectives, Fraud, Missing Persons, Unidentified Human Remains Coordinator, and Corporate Communications



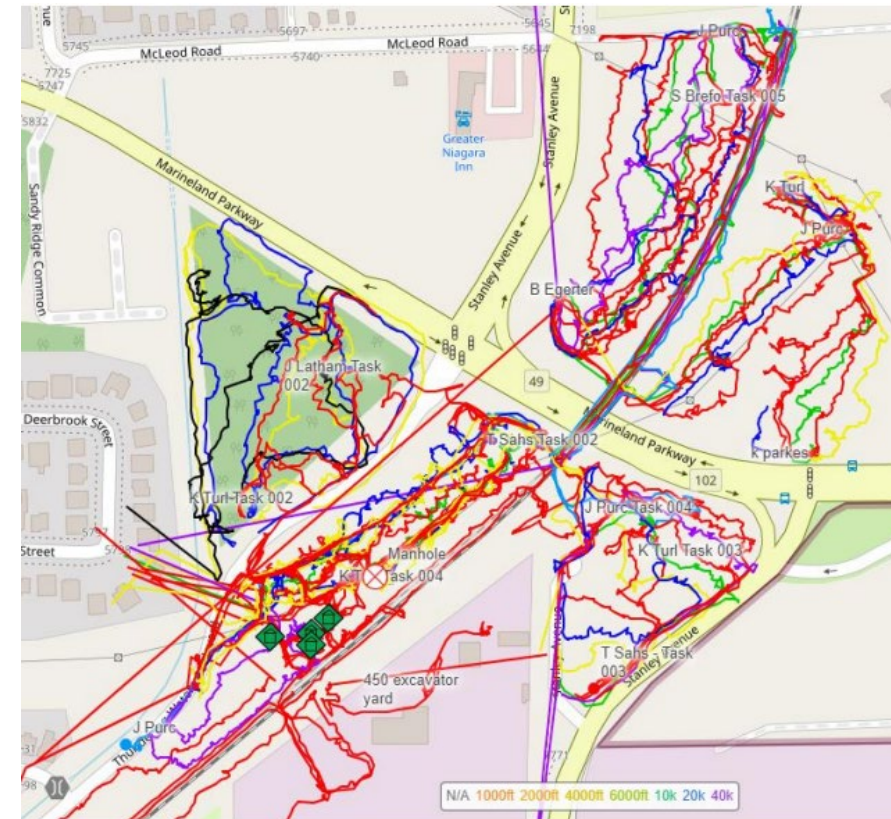
CCTV CANVASS

- Dedicated Canvass Coordinator
- Due to uncertain scope and importance – gather everything before lost/purged
- Teams of canvassers into surrounding neighborhoods
- Residences, businesses, bus routes, and RTOC
- Corporate Communications engaged to appeal to public for other potential witnesses and dash-cam footage



INVESTIGATIVE EFFORTS

- Under the direction and coordination of the Major Case Management Triangle:
 - K9 / Cadaver search
 - ETU Search (GPS, Storm drains)



SIMULTANEOUS INVESTIGATIVE EFFORTS

- Background investigations
- Banking grid search
- Banking urgent demand
- Ontario Works (ODSP)
- CBSA/Border
- Dental records
- Taxi & Ride Share
- Tips received



Warrants:

- Encampment
- Cellular Tracking Warrants
- Cell Phone Extractions
- Production Orders
- Residences

(All digital evidence requires comprehensive analysis and reports)

TENILLE LOCATED

- Through the continued determination of the Scene Coordinator, Tenille was located buried in a clandestine grave on November 3, 2023, in the area of the encampment
- Forensic Services documentation
- Forensic Anthropologist notification
- Coroner & Forensic Pathologist
- Human remains recovery (NRPS FSU)
- NOK notification/Media updates



INVESTIGATION

- Through numerous interviews, witness development, CCTV analysis, digital evidence review, phone data, forensic evidence examination, investigative taskings/assignments, grounds were developed for the arrest of 46-year-old, David Brown
- Investigation led to Sudbury where teams of investigators, (Surveillance Unit and Forensics) spent several days interviewing co-workers, executing search warrants, seizing evidence, and conducting more CCTV canvasses



ARREST

Accused killer apprehended in downtown Sudbury

David Brown wanted in relation to death of woman in Niagara Falls

- On November 9, 2023, at 7:11pm received a call from Greater Sudbury Police that Brown had been taken into custody
- Coordinated the logistics of sending two NRPS homicide detectives to attend Sudbury through the night and continue the arrest of Brown for transport back to Niagara
 - Crown notification
 - Maintain communication with family
 - Ensure charter obligations met
 - 24 bail clock
 - Interview

Northern Ontario | News

Police arrest Niagara Falls murder suspect in Sudbury

By [Darren MacDonald](#)

Published: November 10, 2023 at 4:00PM EST

WANTED
CONSIDERED DANGEROUS

INVESTIGATIVE TANGENTS

- Every acquired piece of information/evidence (including tips) requires investigation to determine the veracity of the information and its potential relevance to advancing the case.
 - Numerous sightings (local, outside Niagara to Sault Ste. Marie)
 - Multiple searches across the Region
 - Liaising with numerous law enforcement partners including the RCMP Border Enforcement, Michigan State Police, Greater Sudbury Police, and CN Police

COURT PROCESSES

- Obligations to disclose the entirety of the investigative casefile commence upon arrest. Involved multiple waves of disclosure
 - 103 officers, 12 search warrants, 2896 pages of reports, nearly 1TB digital data
- Considerable amount of preparation is required for court (preliminary hearings, pre-trial motions, trials)
- Work closely with the assigned Crown Attorneys to develop comprehensive prosecution strategies, prepare witnesses, experts, officers for court, assist with the preparation/presentation of evidence (physical exhibits, digital evidence, technical data, and photographs/videos)

Murder case in hands of jury

'Argument is what triggered David Brown to kill'

ALISON LANGLEY
REPORTER

David Brown attacked and intended to kill a woman who lived in a homeless encampment in Niagara Falls in 2023, a Crown attorney told a jury Friday

COURT LOGISTICS

- Transient lifestyles created significant hurdles in locating and preparing witnesses
 - Substance abuse
 - Wanted on outstanding warrants
 - In custody witnesses
 - Relocated outside our jurisdiction

Jury delivers guilty verdict in encampment murder

David Brown, of no fixed address, was convicted of second-degree murder for the 2023 killing of Tenille Lepp, 43, after an argument in the Niagara Falls homeless encampment they shared.

Updated 3 hrs ago | June 2, 2025



The Niagara Regional Police trailer is parked at the site of a discovery of body on Thundering Waters Blvd. in Niagara Falls in late October 2023 in this file photo.

MCM LEGISLATED MANDATES

- NRPS Homicide Unit is guided by the framework of Ontario Major Case Management (OMCM)
- OMCM originated as a direct response and result of the Bernardo Investigation (Niagara and Toronto Police) and the ensuing Campbell Inquiry
- Not merely a 'best practice' but legislated and mandatory under CSPA and associated Ontario Regulation 394/23
- These mandates are also reflected in the Police Service Board by-law 481-2024 which explicitly directs the service to be in compliance with OMCM and directs the use of the associated approved software (PowerCase)

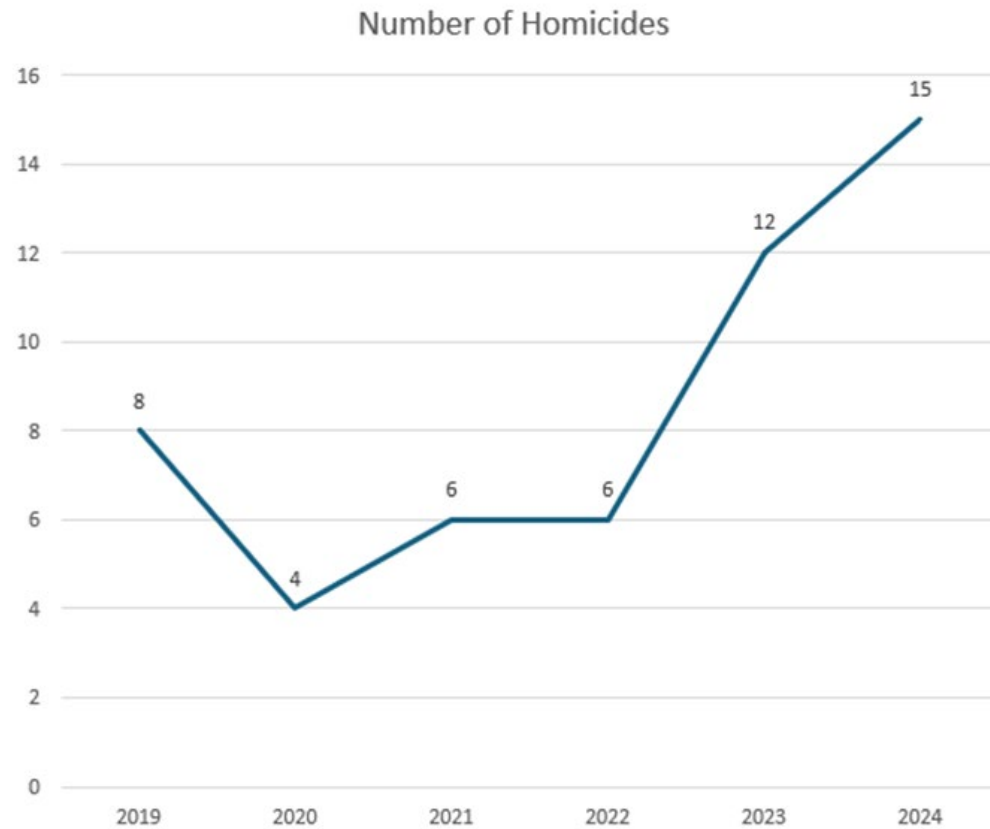
“Major cases are those that by virtue of their complexity, risk, and need for adequate resources, require the strict application of OMCM principals.”
- OMCM Manual

MCM IMPLICATIONS

- The Chief shall assign a Major Case Manager (MCM) to every threshold investigation (Homicide)
- The MCM shall assign an individual to the role of Primary Investigator, File Co-Ordinator, Field Investigator, Scene Co-Ordinator, Victim Liaison, Media liaison and any other supporting roles as the investigation requires.
- Each individual role has multiple mandated associated responsibilities regarding the information gathered, actions to be taken, and investigative management that must be adhered to
- The entirety of the investigation must be done in and through the approved software (PowerCase) – Information Coordinator



OVERLAPPING PRESSURES



CRIME

**Niagara marks grim milestone
with record 15 homicides in 2024**



SERVICE: MEMBER SUPPORT

- Clinician Brandy Sand

PROTECTING THE MINDS BEHIND THE BADGE

- Psychological toll of being a first responder in a Police Service

THE WEIGHT OF THE WORK

- Imagine going to work knowing that your day will involve trauma
 - Homicide scenes
 - Reviewing graphic images
 - Speaking with a family who has just lost a child

THE ACCUMULATED TRAUMA

- Risk of cumulative trauma
- Rise in vicarious trauma and moral injury

THE HUMAN COST

- These are your people. These are our people.
 - They carry this weight for us

WHY THIS MATTERS

- Operational benefits are clear
 - Members who are supported are:
 - More focused
 - Less likely to be off on stress leave
 - Better equipped to do high-quality investigative work

FINAL THOUGHTS

- At the end of the day, detectives in specialized investigative units and frontline officers see the worst, so that we – and our communities – can live in the best

You matter. We see you. And you don't carry this alone.

REVISED SERVICE CATEGORIES

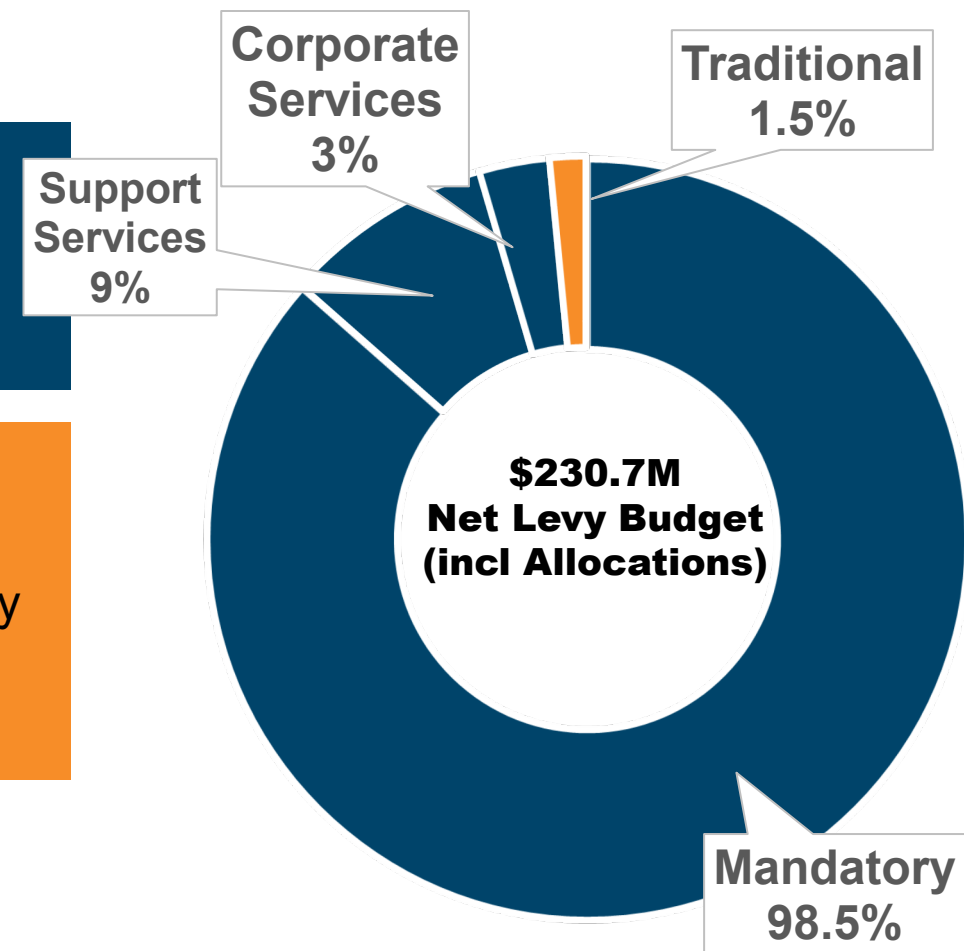
The **four existing service categories** will be replaced with only **Mandatory** and **Traditional** moving forward.

Mandatory Services

Services that are required to be delivered by regulation or legislation

Traditional Services

Non-mandatory, discretionary services that are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided.



NIAGARA REGIONAL POLICE SERVICE 2025 APPROVED BUDGET



4.96%

Total impact on
the general levy

\$233.6 Million

Total gross budget

11.26%
year-over-year

\$97

Household
impact

\$6.77 Million

Approved
capital budget
(1.80% of total capital budget)

\$212.5 Million

Total net budget

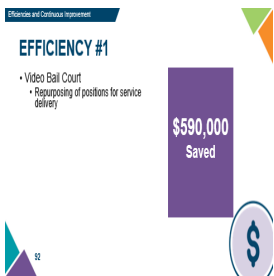
12.72%
year-over-year

\$1.4 Million

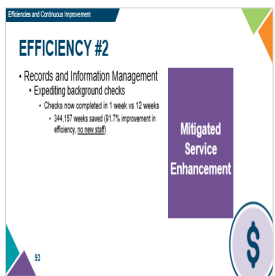
Department
efficiencies located

DEPARTMENT EFFICIENCIES

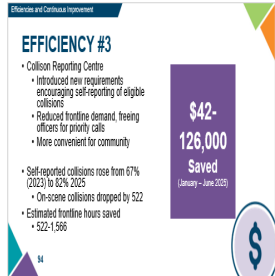
Here are examples of efficiencies for the Niagara Regional Police Service to reduce costs and reallocate funding.



Video Bail Court



Records –
Background
Checks



Collision
Reporting Centre
- Expansion

EFFICIENCY #1

- Video Bail Court
 - Repurposing of positions for service delivery

\$590,000
Saved

EFFICIENCY #2

- Records and Information Management
 - Expediting background checks
 - Checks now completed in 1 week vs 12 weeks
 - 344,157 weeks saved (91.7% improvement in efficiency, no new staff)

**Mitigated
Service
Enhancement**



EFFICIENCY #3

- Collision Reporting Centre
 - Introduced new requirements encouraging self-reporting of eligible collisions
 - Reduced frontline demand, freeing officers for priority calls
 - More convenient for community
- Self-reported collisions rose from 67% (2023) to 82% 2025
 - On-scene collisions dropped by 522
- Estimated frontline hours saved
 - 522-1,566

**\$42-
126,000
Saved**
(January – June 2025)



YEAR IN REVIEW: KEY HIGHLIGHTS

Here are a few Niagara Regional Police Service key highlights from the 2025 budget year.

Budget Overview

KEY HIGHLIGHTS #1

- Investment in Domestic Violence Unit
- Proactive Initiatives
 - Early Intervention Program (EIP)
 - Accredited Domestic Violence Investigators (DVI) Course
 - Warrants and Compliance Checks
 - Crime Stoppers Initiative
 - Dashboards



1

Investment in DVU

Budget Overview

KEY HIGHLIGHTS #2

- Investment in Senior Command
- Deputy Community Services
 - Focus on frontline and community policing
 - Addressing root causes of crime through stratified policing



2

Investment in Senior Command

Budget Overview

KEY HIGHLIGHTS #3

- Investment in CORE
- Alleviating pressure on frontline
 - 180 arrests (January 1 – August 15, 2025)
 - 2025 calls for service diverted from the front line
- Indigenous Liaison Officers
 - Supporting evacuated Indigenous communities



3

Investment in CORE

Budget Overview

KEY HIGHLIGHTS #4

- Investment in Emergency Planning
- Critical infrastructure
 - SPEAR (School Police Emergency Action Response)



4

Investment in Emergency Planning

KEY HIGHLIGHTS #1

- Investment in Domestic Violence Unit
 - Proactive initiatives
 - Early Intervention Program (EIP)
 - Accredited Domestic Violence Investigators (DVI) Course
 - Warrants and Compliance Checks
 - Crime Stoppers Initiative
 - Dashboards

KEY HIGHLIGHTS #2

- Investment in Senior Command
 - Deputy Community Services
 - Focus on frontline and community policing
 - Addressing root causes of crime through stratified policing

KEY HIGHLIGHTS #3

- Investment in CORE
 - Alleviating pressure on frontline
 - 160 arrests (January 1 – August 15, 2025)
 - 2635 calls for service diverted from the front line
 - Indigenous Liaison Officers
 - Supporting evacuated Indigenous communities

KEY HIGHLIGHTS #4

- Investment in Emergency Planning
 - Critical infrastructure
 - SPEAR (School Police Emergency Action Response)

2026 KEY FOCUSES

These are the key focuses for the Niagara Regional Police Service throughout 2026 that work together with Niagara Region's four key priorities and focus on services.

Key Priority: Housing	Key Priority: Homelessness	Key Priority: Infrastructure	Key Priority: Advocacy for Funding	Services and Service Levels
Department Key Focus <ul style="list-style-type: none">CORE	Department Key Focus <ul style="list-style-type: none">CORESituation Tables	Department Key Focus <ul style="list-style-type: none">Facilities Master PlanEmergency Planning (Critical Infrastructure)NG911Cyber security	Department Key Focus <ul style="list-style-type: none">Advocating for provincial funding models to fully support and sustain Police programs and committed over multi-year cyclesCost recovery for services rendered to third parties	Department Key Focus <ul style="list-style-type: none">ModernizationAlternate Service Delivery modelsOptimizing technologyLeveraging partnerships and collaboration

NIAGARA REGIONAL POLICE SERVICE 2026 WORKING BUDGET



Here are the estimated figures for Niagara Regional Police Service as we work through budget calculations.

5.32%

Total impact on
the general levy

\$261.3 Million

Total gross budget

11.9%
year-over-year

\$115.83

Household
impact

\$7.75 Million

Capital budget
request

(1.11% of total corporate request)

\$241 Million

Total net budget

13.43%
year-over-year

\$? Million

Department
efficiencies located

2026 CAPITAL BUDGET CONSIDERATIONS

2026 Capital Budget scheduled for presentation to Police Service Board on October 16, 2025

Total Capital Budget expenditure = \$7.75M

- % of Expenditure budget for asset replacement = 74%

- % of Capital Expenditure Budget for new assets =26%

According to the 2025 CAMP report to Council CSD-27-2025, approximately \$14.6M or 21% of Police existing assets have been classified in poor or very poor condition indicating replacement is needed or imminent



TIMING AND KEY DATES

- 2026 Operating Budget presented to Police Service Board
 - October 2025
- 2026 Operating Budget presented to Budget Review Committee of the Whole
 - November 2025

QUESTIONS?