



REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD PUBLIC AGENDA

Thursday, January 26, 2023, 9:00 am

Meeting Held By Electronic Participation Only
ZOOM VIRTUAL MEETING

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. ELECTION OF CHAIR AND VICE CHAIR

- 4.1 Call for Nominations of Board Chair
- 4.2 Motion to Close Nominations for Board Chair
- 4.3 Voting for Position of Board Chair
- 4.4 Call for Nominations of Board Vice Chair
- 4.5 Motion to Close Nominations for Board Vice Chair
- 4.6 Voting for Position of Board Vice Chair

5. ADOPTION OF MINUTES

- 5.1 Minutes of the Public Board Meeting held Thursday, December 15, 2022

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That the Minutes of the Public Board Meeting held Thursday, December 15, 2022 be adopted as circulated.

6. REPORTS FROM BOARD CHAIR
7. REPORTS FROM THE CHIEF OF POLICE
8. PRESENTATIONS
9. CONSENT AGENDA

9.1 Office of the Solicitor General - Suspension Without Pay 14

Correspondence dated December 22, 2022 from Solicitor General Michael Kerzner, providing a response to the Board's letter dated October 11, 2022 encouraging the Government of Ontario to declare in force the sections of the *Community Safety and Policing Act, 2019* (CSPA) that provide Chiefs of Police or Police Services Boards with the discretion to suspend without pay a member of a police service who is charged with or convicted of a serious offence. *(A copy of the Board's correspondence is included.)*

9.2 2019-2021 NRPS Strategic Plan Final Year Report (2021- Year 3) 18

Service report dated December 7, 2022 submitted in accordance to the annual reporting requirements set out in Board By-law 356-2015 and the Adequacy Standards Regulation. This report provides the final year-end status report on the 2019-2021 NRPS Strategic Plan and details the results of the goals, objectives, performance metrics, targets and outcomes of the Plan.

9.3 Annual Report - Police Services Board Activities - January 1 to December 31, 2022 47

Report dated January 6, 2023 from Deb Reid, Executive Director, Niagara Police Services Board, providing the Board with an annual report on Board activities for the year 2022.

9.4 Annual Report - Promotion of Service Members - January 1 to December 31, 2022 50

Service report dated January 3, 2023 submitted in accordance to the annual reporting requirements set out in Board By-law 187-2000.

That the information be received.

9.5 Quarterly Report - Brock University Campus Security Services - October 1 to December 31, 2022 53

Report dated January 6, 2023 from Ken Chan, Vice President, 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 Security Services.

9.6 Quarterly Report - NRPS Authorized Strength as at January 1, 2023 56

Service report dated January 5, 2023 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.

That the information be received.

10. NEW BUSINESS

10.1 OAPSB - Request for Support of Federal Bail Reform

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Email dated January 21, 2023 from the Ontario Association of Police Services Boards (OAPSB) requesting the Board consider its support on the issue of bail reform as advanced to the Minister of Justice and Attorney General of Canada and Minister of Public Safety by the Toronto Police Services Board and endorsed by the OAPSB.

Copies of letters sent from the OAPSB and the Toronto PSB related to Federal Bail Reform are attached for reference.

That the Board support the legislative proposals for Federal Bail Reform and respond to the OAPSB with any comments as soon as possible.

10.2 Police Services Board By-Law Revision - Use of Force

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Memo dated January 5, 2023 from Deb Reid, Executive Director, Niagara Police Services Board, providing the Board with revisions to the Use of Force By-law as required for compliance with Ontario Regulation 532/22 made under the *Police Services Act* amending the *Equipment and Use of Force Regulation (R.R.O. 199, Reg. 926)*, and requesting the Board approve revised By-law 346-2014 (2nd Revision).

That the Board adopt the revisions to the By-law as appended to the report and authorize the Board Chair and Executive Director to execute the required documentation.

10.3 Special Fund Request - Gift Card Donations to Solidarité Des Femmes Et Families Immigrantes Francophones (SOFIFRAN) Niagara

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Service report dated December 16, 2022 requesting the Board approve a donation to Solidarité Des Femmes Et Families Immigrantes Francophones Niagara to assist with the purchase of gift cards provided to newcomer families on December 17, 2022 during the SOFIFRAN Christmas Dinner event. *(This is a first-time donation request. Due to time constraints, this item was pre-approved by the Board on December 16, 2022 and is before the Board for ratification.)*

That the Board approve a donation in the amount of \$500.00 from the Special Fund to Solidarité Des Femmes Et Families Immigrantes Francophones (SOFIFRAN) Niagara.

10.4 Special Fund Request - International Police Hockey Tournament - NRPS Men's Over 35 Division Hockey Team

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Service report dated January 4, 2023 requesting the Board approve a donation to help offset the expenses incurred for registration, travel, and accommodations by members of the NRPS Men's Over 35 Division hockey team competing in the International Police Hockey Tournament being held in Waterloo, Ontario, from on February 23 and 24, 2023. *(Previous donations: 2006-2019 - \$500; 2020 - \$700.)*

That the Board approve a donation in the amount of \$1,500.00 from the Special Fund to the NRPS Men's Over 35 Division Hockey Team competing in the 2023 International Hockey Tournament.

11. OTHER NEW BUSINESS

12. IN CAMERA REPORTS

Service report dated November 23, 2022 advising that the SIU concluded their investigation in this matter and found reasonable grounds to believe that the Subject Officer had committed criminal offences, which led to Criminal Code charges being laid by the SIU and later withdrawn by the Crown Attorney, and also advising that in compliance with S.11 of Ontario Regulation 267/10 made under the *Police Services Act*, the Service completed its review and investigation into this matter and concluded that there were several issues with respect to officer conduct, policies and services provided by the NRPS which resulted in a separate Chief's Complaint investigation under Part V of the *Police Services Act*.

That, in accordance with Board direction, the above noted in camera report be received as public information.

13. ADJOURNMENT

The Police Services Board will adjourn the public portion of the meeting and reconvene in-camera for consideration of confidential matters pursuant to Section 35(4) of the *Police Services Act*.



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICES BOARD
PUBLIC MINUTES

Thursday, December 15, 2022
Niagara Regional Police Service - Headquarters
Community Room 1st Floor, 5700 Valley Way, Niagara Falls

PSB MEMBERS:

B. Steele, Chair
D. Eke, Vice-Chair
P. Chiocchio, Board Member
H. D'Angela, Board Member
L. Ip, Board Member
J. Lawson, Board Member
T. McKendrick, Board Member

NRPS MEMBERS:

D. Reid, Executive Director
D. Cichocki, Executive Assistant
Chief of Police B. MacCulloch
Deputy Chief B. Flynn, Operational Services
Deputy Chief B. Fordy, Support Services
Superintendent B. Ash, District Operations
Superintendent J. Mackay, Operational Support
Superintendent T. Waselovich, Emergency & Investigative Services
A. Askoul, Director of Information Technology
A/Superintendent L. Hughes, Executive Services
Inspector D. Gomez, Executive Officer to the Chief
D/Sergeant K. Fiddes, Executive Officer to Deputy Chief
D/Sergeant M. Ryan, Executive Officer to D/C Operations
S. Sabourin, Corporate Communications Manager
A. Gallo, Finance Co-ordinator
M. Asher, Executive Assistant to the Chief

OTHERS:

C. Custers, Financial Analyst
D. Tilley, Policing Services Advisor, Ministry of the Solicitor General

1. CALL TO ORDER

The Public Meeting of the Niagara Police Services Board commenced at 9:01 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. ADOPTION OF MINUTES

4.1 Minutes of the Special Public Finance Committee Meeting held Friday, November 18, 2022

Moved by: H. D'Angela

Seconded by: D. Eke

That the Minutes of the Special Public Finance Committee Meeting held Friday, November 18, 2022 be adopted as circulated.

Carried

4.2 Minutes of the Public Board Meeting held Friday, November 18, 2022

Moved by: J. Lawson

Seconded by: H. D'Angela

That the Minutes of the Public Board Meeting held Friday, November 18, 2022 be adopted as circulated.

Carried

5. REPORTS FROM BOARD CHAIR

Official Welcome to New Board Members - Chair Steele officially welcomed Regional Councillors Pat Chiocchio and Laura Ip to the Police Services Board. They were sworn in on December 6 and 7 which officiated their participation in all Board business. On behalf of his colleagues, Chair Steele welcomed Members Chiocchio and Ip's participation and contributions to this Board.

Welcome to the Ministry Policing Services Advisor - On behalf of the Board, Chair Steele welcomed David Tilley to the meeting who attended virtually by Zoom. David is with the Inspectorate of Policing at the Ministry of the Solicitor General and he serves as a Policing Services Advisor to Police Boards in Ontario. He attended the meeting as part of routine visits by Policing Services Advisors to Police Boards across the Province and the Board is always pleased to see his continued attendance at their meetings.

Inaugural Reception for Niagara Regional Council - On November 24, the Regional Municipality of Niagara held its Inaugural Meeting to officiate the commencement of the 2022-2026 term of Regional Council followed by a reception held at John Michael's Banquet and Conference Centre in Thorold. Board Member Lawson attended the reception on behalf of the Board along with Chief MacCulloch and Executive Members to welcome Niagara's newest Regional Councillors.

NRPS Auxiliary Swearing-In Ceremony - On November 29, the Niagara Regional Police Service held an Auxiliary Swearing-In Ceremony in the Community Room at Police Headquarters. Vice Chair Eke and Member Lawson attended the event along with Deputy Chief Flynn and members of the NRPS Executive staff to welcome 11 new Auxiliary Officers and members of their families. The Auxiliary team is an integral part of the Niagara Regional Police Service. Each year,

Auxiliary members provide the citizens of Niagara with thousands of volunteer hours of work and contribute to the good quality of life in Niagara's communities.

CAPG – Webinar Sessions - The Canadian Association of Police Governance hosts monthly webinars as part of its educational strategy to keep police boards and police executives across Canada apprised of issues currently impacting the policing community. There was a webinar held on December 6 entitled "Measuring the Success of Police Leadership" which covered best practices and frameworks to measure the success of key executives. The next webinar will be held on January 17 and the topic is "Board/Police Commission Self-Evaluation".

NRPS Recruit Graduation Ceremony - On January 11 at 7:00 pm, the Service will be holding a Swearing-in Ceremony for two (2) currently serving police officers and 5 (five) new recruits who will be joining the Niagara Regional Police Service. The ceremony will be held in the Community Room at Police Headquarters and Board Members are asked to confirm their attendance with Board staff by January 5.

Upcoming PSB Meetings - The next Committee Meeting is scheduled for Thursday, January 12 and the next monthly Board meeting is scheduled for Thursday, January 26. Both meetings are being held in the Community Room at Police Headquarters with a start time of 9:00 am.

6. REPORTS FROM THE CHIEF OF POLICE

Chief MacCulloch's Holiday Breakfast – During the holiday season, families normally supported through Community Care need the help of others this year more than ever. Realizing the success of last year's online holiday breakfast and knowing everyone's time is precious, the Service is replicating last year's online Holiday Breakfast. It is an easy way to give back and support the Niagara community during this busy holiday season.

Contributors can visit the NRPS website at <https://www.niagararegion.ca/events/nrps-charity.aspx> where they can purchase gift cards in denominations of \$15, \$25, \$50, or \$100 using Mastercard or Visa. All proceeds from this event will go towards sponsoring families through Community Care and will help put a smile on a child's face this Christmas morning.

Operational Statistics:

Attempted Homicides - Reporting Period of November 16 December 13, 2022

- 0 for this reporting period with a total of 8 for 2022 to date, compared to year-end totals of 6 in 2021, 5 in 2020, 7 in 2019 and 2 in 2018.

Attempted Homicide – Reporting Period of November 16 December 13, 2022

- 0 for this reporting period with a total of 7 for 2022 to date, compared to year-end totals of 3 in 2021, 3 in 2020, 2 in 2019 and 8 in 2018.

Life Threatening Motor Vehicle Collision (MVC) - Reporting Period of November 1 to November 30, 2022

- 0 for this reporting period.

Fatal Motor Vehicle Collisions (MVC) - Reporting Period of November 1 to November 30, 2022

- 2 for this reporting period with a total of 17 to date, compared to year-end totals of 21 for 2021, 16 in 2020, 13 in 2019 & 2018, and 16 in 2017.

Fatal MVC – Incident of November 4, 2022 - At approximately 6:56 am, officers responded to a serious 2-vehicle collision on the Sodom Road overpass at the QEW in Niagara Falls. It was determined that a minivan and a pickup truck collided on the north side of the overpass. The 69-year-old female driver of the minivan was transported to an out-of-region hospital with life-

threatening injuries. The driver of the pickup truck was not injured. On November 7, the minivan's 69-year-old female driver succumbed to her injuries. This collision remains under investigation by Detectives from the Collision Reconstruction Unit.

Fatal MVC – Incident of November 23, 2022 - At approximately 6:03 pm, officers responded to Walden Boulevard west of Concession Road in Fort Erie for a serious Personal Injury - Motor Vehicle Collision. It was determined that an 82-year-old female was operating a motor-vehicle when she collided with a 46-year-old male pedestrian walking on Walden Boulevard. The pedestrian was transported by ambulance to an out-of-town trauma center with life-threatening injuries. The female driver was not injured. On November 26, the male pedestrian succumbed to his injuries in hospital. This collision remains under investigation by Detectives from the Collision Reconstruction Unit.

Enforcement Initiatives:

Welland Search Warrant Results in Seizure of Cocaine, Fentanyl and Methamphetamine - In November 2022, 3 District Street Crime detectives commenced an illegal drug trafficking investigation in Welland. On November 23, detectives executed two search warrants at residences near Memorial Park Drive and Quebec Avenue, and also near Ontario Road and Canal Bank Street in Welland. As a result of their investigation, detectives recovered 688.1 grams of suspected cocaine, 346.2 grams of suspected fentanyl, and 237.8 grams of suspected crystal methamphetamine with a combined estimated value of \$196,000. Detectives also seized a substantial amount of cash as the proceeds of crime. Two males from Welland have been arrested and charged with drug trafficking offences, and one male was charged with possession of the proceeds of crime over \$5,000.

Detectives Investigate Welland Stabbing – On December 6, 2022, at 10:55 pm, 3 District officers responded to a report of a stabbing in Welland. Officers and Niagara EMS paramedics responded to a residence on McAlpine Avenue South in Welland where a male victim in his twenties was located suffering from serious stab wounds. The victim was transported to a local hospital where he underwent further treatment for what was initially believed to be life threatening injuries. The investigation determined that a male suspect arrived in a vehicle and entered the victim's home where the two became involved in an argument that escalated to violence and the stabbing. The suspect left the scene prior to officers' arrival. Detectives from 3 District were assigned to the investigation assisted by the NRPS Forensic Services Unit. The victim underwent surgery for critical injuries, and he is expected to recover. Detectives were able to identify the suspect and locate his vehicle. A wanted person media release was widely disseminated. On December 12, the suspect attended NRPS Headquarters to turn himself in. He was arrested and charged with Aggravated Assault, Possession of a Weapon for Dangerous Purpose and 3 counts of Fail to Comply with a Release Order.

7. PRESENTATIONS

There were no presentations.

8. CONSENT AGENDA

8.1 Appointments to Police Services Board – RMON Regional Councillors

Letter dated December 2, 2022 from Ann-Marie Norio, Regional Clerk, Niagara Region, providing notice of the direction taken by Council at its meeting held December 1, 2022 regarding the appointments of Regional Councillors Pat Chiocchio, Laura Ip and Bill Steele to the Niagara Police Services Board for the 2022-2026 Council term.

8.2 Quarterly Report - NRPS Special Fund Activity - April 1 to June 30, 2022

Service report dated November 16, 2022 submitted in accordance to the quarterly reporting requirements set out in Board By-law 392-2021.

8.3 Quarterly Report - NRPS Special Fund Activity - July 1 to September 30, 2022

Service report dated November 18, 2022 submitted in accordance to the quarterly reporting requirements set out in Board By-law 392-2021.

8.4 Quarterly Report - Overtime Activities Incurred - July 1 to September 30, 2022

Service report dated November 25, 2022 providing the Board with a five-year uniform and civilian quarterly and year-to-date overtime trend analysis to include summaries of the overtime hours by activity category, which continues to be predominately driven by the need to meet minimum staffing requirements and major investigation events.

8.5 NRPS Financial Variance Overview - Period Ending September 30, 2022

Service report dated November 24, 2022 providing an analysis of the 2022 third quarter financial results of the Service and the Board at a combined net expenditure before indirect allocations surplus of \$1,202,724 from normal operations, inclusive of COVID-19 net incremental costs, to which the Service is forecasting a deficit of \$0.3 million by the end of this fiscal year.

Moved by: P. Chiochio

Seconded by: H. D'Angela

That the information be received.

Carried

9. NEW BUSINESS

9.1 Request for Federal Funding to Offset Costs Incurred to Protect Safe Passageway on the International Borders

Service report dated November 25, 2022 requesting the Board correspond with the Ministry of Public Safety Canada to seek funding for unbudgeted costs incurred by the Service in the amount of \$355,635 as a result of policing Freedom Convoy protests at Niagara's land border crossings during February 2022.

The Board directed that all local MP's be copied on the funding request for their support and awareness.

Moved by: D. Eke

Seconded by: L. Ip

That the Board prepare a letter to the Honourable Marco Mendicino, Minister of Public Safety Canada, to seek federal funding for costs incurred to protect the safe passageway on international bridges.

Carried

9.2 Memorandum of Understanding - Niagara Emergency Medical Services

Service report dated November 21, 2022 requesting that in support of the Tactical Paramedic programs that have been established across Canada with EMS, the Board approve entering into an agreement with Niagara Emergency Medical Services (NEMS) to provide a safer, quicker emergency medical response at the scene of a tactical or other NRPS related critical operation through the assistance of designated Special Response Unit (SRU) Paramedics.

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

That the Board approve the Memorandum of Understanding between the Niagara Regional Police Service (NRPS), Niagara Emergency Medical Services (NEMS) and the Special Response Unit (SRU), as appended to the report;

And further, that the Chief of Police be authorized to execute all required documentation on behalf the Board.

Carried

9.3 NRPS Capital Project - Automated Licence Plate Reader (ALPR) Grant Program

Service report dated November 24, 2022 seeking the Board's approval for the creation of a 2023 capital project to support the purchase of Automated Licence Plate Recognition (ALPR) technology to allow for proper accounting and tracking of asset purchases required to equip 102 Service vehicles with ALPR technology.

Moved by: H. D'Angela
Seconded by: D. Eke

That the Board approve a gross capital budget adjustment in the amount of \$1,391,813 gross, and \$0 net to procure Automated Licence Plate Recognition (ALPR) technology funded solely by the Ministry of Solicitor General ALPR grant program;

And further, that the Board forward this proposal to Regional Council for approval.

Carried

9.4 Special Fund Request - Out of the Cold Dinner Program

Service report dated November 18, 2022 requesting the Board approve a donation to the Out of the Cold Dinner Program to offset program costs of providing meals and overnight accommodations to members of the community in need during the winter months. (Previous donations: 2014-2015 - \$300; 2016-2021 - \$500.)

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

That the Board approve a donation in the amount of \$500.00 from the Special Fund to the Out of the Cold Dinner Program.

Carried

9.5 Special Fund Request - Socks for Change Program

Service report dated November 25, 2022 requesting the Board approve a donation to the Socks for Change Program to assist with off-setting costs attributed to the purchase of woolen socks/winter accessories for distribution to those in need of this apparel during the cold winter months. (Previous Board donations: 2018 - \$1,000; 2019-2020 - \$1,500).

Moved by: T. McKendrick
Seconded by: P. Chiocchio

That the Board approve a Special Fund donation in the amount of \$1,500.00 for the Socks for Change Program.

Carried

9.6 Special Fund Request - NRPS K9 Initiative

Service report dated November 24, 2022 requesting the Board approve a donation to cover the initial costs of purchasing NRPS branded K9 stuffed animals to be sold from the NRPS Tuck Shop, with all proceeds of sale going to a charity of the Chief's choice. This charitable initiative is aimed to promote awareness of the K9 specialty unit while serving to engage youth and other members of the community. (This is first-time funding request.)

Moved by: H. D'Angela

Seconded by: D. Eke

That the Board approve a donation in the amount of \$3,000.00 from the Special Fund to cover the initial costs of purchasing NRPS K9 stuffed animals to be sold to the public as a charitable initiative.

Carried

9.7 Special Fund Request - NRPS Women in Police - Internal Support Network (ISN) - Lunch and Learn Initiative

Service report dated November 24, 2022 requesting the Board approve a donation in the amount of \$3,000 from the Special Fund to cover accommodations and expenses incurred with hosting speakers at educational sessions for the NRPS Women in Policing Internal Support Network. (This is a first-time donation request.)

Moved by: J. Lawson

Seconded by: T. McKendrick

That the Board approve a donation in the amount of \$3,000.00 from the Special Fund to cover the costs of hosting a Lunch and Learn sessions for Niagara Regional Police Service Members.

Carried

9.8 Special Fund Request - International Police Hockey Tournament - NRPS Women's Team

Service report dated November 25, 2022 requesting the Board approve a donation to assist with the cost of registration and travel for the Service's women's hockey team to participate in the 2023 International Police Hockey Tournament being held in Waterloo, Ontario, on February 23-24, 2023. (Previous donations: 2006-2019 - \$500; 2020 - \$700).

Moved by: L. Ip

Seconded by: P. Chiocchio

That the Board approve a donation in the amount of \$1,500.00 from the Special Fund to support the NRPS Women's Hockey Team competing in the 2023 International Police Hockey Tournament.

Carried

10. OTHER NEW BUSINESS

10.1 Homelessness and the Impacting Social Issues

Vice Chair Eke spoke to a recent media report about a new initiative implemented by New York City Mayor Eric Adams to help the homeless population who are dealing with mental illness. The plan's focus is on bettering health and housing for those who are experiencing homelessness in the city and includes involuntary hospitalization for those who are in danger to themselves or others. It also includes better assistance to navigate community services, making more room for hospital beds, creating more affordable housing, and providing social service support for permanent housing. This information was introduced for Board and Service awareness, and he asked that follow-up be made on the progress of the NYC Mayor's plan to see if the results are positive and could be adapted in Niagara.

Chief MacCulloch stated that the unfortunate reality is that Niagara's homelessness has become more prevalent than it has been in past years. He said that Niagara Region has identified 1,061 people as experiencing homelessness as of the end of November 2022, while 534 people are considered chronically homeless. Chief MacCulloch noted this is an alarming number, however, there are several factors that cause someone to live homeless.

It was further emphasized that people have to acknowledge and realize that homelessness is not a crime. Chief MacCulloch stated that the NRPS current approach to homelessness is a coordinated response with multiple stakeholders and that it is working very well. The NRPS Community Oriented Response & Engagement (CORE) Unit visits the encampments with the outreach workers on a daily basis. These daily visits provide the ability to coordinate with EMS whenever necessary to facilitate the assistance of all required medical assistance for individuals living in encampments.

Chief MacCulloch advised that for persons deemed not to be mentally competent or an endangerment to themselves, there are mandated provisions within the Mental Health Act that pertain to apprehensions of vulnerable individuals. He further advised that the practices in place by the Service consist of a mutually coordinated effort with multiple stakeholders that share the common goal of addressing those affected by homelessness through an approach that is compassionate-based and one that offers assistance wherever possible.

Member McKendrick further emphasized that mental health is not the cause of homelessness. She added that when looking to solutions, it is most important to look at the social determinants of health and the other pieces of society that are contributing to homelessness. Looking at factors such as affordable housing, food security, employment rates, the ability to participate and access education programs that allow people to be employed, equity and discrimination, Landlord and Tenant Act and racism that can be found in those systems would be the most impactful way of approaching the concerns of homelessness.

11. IN CAMERA REPORTS

There were no in camera reports.

12. ADJOURNMENT

The Police Services Board will adjourn the public portion of the meeting and reconvene in-camera for consideration of confidential matters pursuant to Section 35(4) of the Police Services Act.

CHAIR'S HOLIDAY MESSAGE

Before the meeting adjourned, Chair Steele extended the Board's best wishes for the holiday season. While these continue to be challenging times for all of us, he asked that we all think of our most vulnerable members of communities, including those less fortunate. The holiday season is a time for joy and giving, but for families and individuals going through hard times, it can be painful. Please consider reaching out or dropping off food and necessities for them. Donations to the Chief's Holiday Breakfast, Community Care, the United Way or charity of your choice will help families and individuals who may be struggling during the holiday season. Throughout this season, and as we move into a new and hopefully better year, we wish everyone peace, and connections with family and friends. In closing, Chair Steele, on behalf of himself and the Niagara Police Services Board, wished each and all a very safe and happy holiday season and best wishes for the New Year.

The Public Meeting adjourned at 9:46 am.

William C. Steele, Chair

Deb Reid, Executive Director

Solicitor General

Office of the Solicitor General

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132-2022-3371
By email

December 22, 2022

William C. Steele
Chair
Niagara Regional Police Services Board
5700 Valley Way
Niagara Falls ON L2E 1X8
william.steele@portcolborne.ca

Dear William C. Steele:

Thank you and the members of the Niagara Regional Police Services Board for your correspondence sharing your comments with respect to the in-force timeline of the suspension without pay framework under the *Community Safety and Policing Act, 2019* (CSPA). As Solicitor General of Ontario, I am pleased to respond.

The Ministry of the Solicitor General's work to bring the CSPA into force is well underway and I would like to take the opportunity to express my gratitude to you and all stakeholders and partners for your input and support in advancing the work.

The ministry has been working on developing regulations required to bring the CSPA into force, including the regulation related to suspension without pay as an interim measure. This draft regulation was posted on the Ontario Regulatory Registry in April 2021 for public comment and feedback, which can be accessed [here](#).

At this time, I am pleased to share that the ministry is working to bring the CSPA into force between Fall 2023 and Winter 2024, subject to feedback received through regulatory registry postings and stakeholder engagement.

We remain committed to the modernization of policing and community safety in Ontario and continue to work together to establish a modern and robust legislative framework.

.../2

William C. Steele
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Thank you for your letter as well as your contributions and feedback.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Kerzner", with a long, sweeping horizontal line extending to the right.

Michael Kerzner
Solicitor General



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICES BOARD

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E-mail: psb@niagarapolice.ca
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October 11, 2022

SENT BY EMAIL ONLY
michael.kerzner@ontario.ca

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

Re: Suspension Without Pay, Proposed Regulations Under the *Community Safety and Policing Act, 2019*

Dear Minister Kerzner:

As Chair of the Regional Municipality of Niagara Police Services Board, I have been asked by the Board to send a letter to you to encourage the Government of Ontario to declare in force those sections of the *Community Safety and Policing Act, 2019 (CSPA)*, as soon as possible, that are necessary to provide Chiefs of Police or Police Services Boards, as applicable, with the discretion to suspend a member of the police service, without pay, who is charged with or convicted of a serious offence, in those circumstances set out in the statute.

Current legislation requires Chiefs of Police to maintain discipline, but it does not provide the authority to suspend an officer without pay, even in situations where officers are charged with serious Criminal Code offences not related to their duties. We recognize that the public is generally unaware that a Chief of Police cannot currently suspend an officer without pay. In our view, this misconception leads to the false impression that police leaders are protecting their own, when, in fact, our hands are tied by legislation.

There have been numerous resolutions passed by the Ontario Association of Chiefs of Police, the Ontario Association of Police Services Boards and Big 12 Police Services Boards across Ontario, including the Niagara Police Services Board, calling on the Government of Ontario to make the necessary changes to the *Police Services Act* to allow for suspension without pay of police officers in situations where: they are charged with serious Criminal Code of Canada and other federal offences not related to the performance of their duty; when held in custody or when subject to Judicial Interim Release Order with such conditions that prevent the officer from carrying out the duties of a police officer; or who are charged with serious *Police Services Act* violations where the Chief of Police will seek dismissal of the officer.

In March 2019, the Government passed the *Community Safety and Policing Act, 2019 (CSPA)*, as part of the *Comprehensive Ontario Police Services Act, 2019*. Amended provisions related to suspension without pay were incorporated into the CSPA. In 2021, the Ministry requested public and stakeholder input into the proposed regulation, but these have never been proclaimed in force.

Once the CSPA is enacted it will enable a Chief of Police to suspend an officer without pay as an interim measure prior to a discipline hearing when specific criteria prescribed in the Act are met. This includes the ability to suspend an officer without pay when they have been charged with a “serious offence”, which the Ministry is proposing to define as any offence that may carry a prospective penalty of five years of imprisonment or more.

As Board Members, we hear from many people in our community that they expect their tax dollars not to be used to pay the salaries and benefits of police officers who cannot perform their duties because they are incarcerated or because they are out on bail awaiting the outcome of a serious charge or charges unrelated to their duties. We recognize that an allowance for suspension with pay helps protect police officers in the good faith performance of their duties; however, this allowance was never intended to shield police officers from the consequences of serious criminal conduct unrelated to the performance of their duties.

We believe changes to suspension without pay are needed to deal specifically with officers who are charged with serious criminal offences not related to an officer's duty. In our view, there is simply no credible argument for continuing to pay officers charged with such serious offences, particularly when doing so gravely damages public trust in their police.

The Board submits that all Chiefs of Police should be provided with sufficient ability to implement interim measures that are responsive to alleged offences that strike at the core of public confidence in policing, that is, those types of offences that cause a reasonable person to question whether the police officer who is alleged to have committed certain acts can continue to credibly represent the police service and be paid to do so during their disciplinary process.

Thank you for your consideration of our comments on this important matter. We look forward to further updates on the development process and implementation of the new regulatory framework for suspension without pay under the CSPA.

Yours very truly,

A handwritten signature in blue ink, appearing to be 'W. Steele'.

William C. Steele
Board Chair

- c. MPP Sam Oosterhoff, Niagara West
MPP Jennifer Stevens, St. Catharines
MPP Wayne Gates, Niagara Falls
MPP Jeff Burch, Niagara Centre
Regional Chair J. Bradley, Niagara Region
Vice-Chair and Members, Niagara Police Services Board
Chief of Police B. MacCulloch, Niagara Regional Police Service
Chair Patrick Weaver, Ontario Association of Police Services Boards



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: 2019 - 2021 NRPS Strategic Plan Final Year Report (2021-Year 3)
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2022-12-07

Recommendation(s)

That the Niagara Police Services Board accept the 2019-2021 Strategic Plan status report.

Key Facts

- The purpose of this correspondence is to provide a concluding report on the 2019-2021 Strategic Plan.
- The report demonstrates a contrast between Year 1 (2019 baseline year), Year 2 (2020), and Year 3 (2021).
- COVID-19 challenged the Service over the duration of the plan.
- Overall, the Service demonstrated its capacity to adjust to the changing environment experienced in Year 2 and Year 3.
- Appendix A provides a comprehensive and detailed overview of Year 1, Year 2, and Year 3.

Financial Considerations

Approved operational budget and provincial grants support the Plan.

Analysis

The Adequacy Standards Regulation directs the Service to provide a yearly status report on its Strategic Plan. This report details all goals, objectives, performance metrics, targets and outcomes contained in the 2019 – 2021 Strategic Plan.

In a comparison of Year 1 compared to Year 3 we see that COVID-19 had an observed impact on the Service and Board's vision that was established in 2018 when the Plan was under development. Having said that, the Service was capable of re-adjusting its strategy to reach desired results (see Appendix A for a comprehensive and detailed overview of our successes and shortcomings).

At a high level, the following highlights the 2019-2021 Strategic Plan outcomes:

- a. In Year 1, the Service completed a comprehensive data driven analysis of the workload and performance of our frontline patrol function. As a result, a report titled “Managing Patrol Performance (MPP)” was submitted to the Board in Q-2 of Year 1. The Report recommended that our frontline required 40 net new frontline uniform officers for Districts 1, 2, and 3 to meet a 7-minute response time to Priority 1 (emergency) calls for service. During 2020 budget deliberations in Q-4 the Board supported the Service and approved the new additional hires. In 2020 the Region approved the Service’s budget, including the 40 net new uniform additions. In Year 3 the Service was able to begin to hire the new 40 officers since the Police College was open for business. A follow-up of the MPP study did not occur since we did not have those officers in place until later in 2021 due to delays associated with the pandemic. During the summer of 2022 we began the process of revisiting the MPP. This should be completed in 2023.
- b. In Year 1, the RTOC moved to full-time operations, 24/7, on June 16, 2019, after hiring eight civilian crime analysts. As of the end of Year 1 the Service had a total of 30 CCTV cameras installed and operational in downtown St. Catharines and in the tourist areas of Niagara Falls. In Year 2, the Service secured additional provincial funding to purchase more cameras to address guns and gang violence in downtown St. Catharines, and in the tourist area of Niagara Falls. The impact of these cameras were not realized until Year 3 of this plan. At the end of Year 3, the Service had in excess of 60 operational closed-circuit cameras.
- c. In addition to the current cameras available to the RTOC, 32 additional cameras were purchased in Year 3 but will not be installed until 2023.
- d. In Year 1, a Diversity, Equity & Inclusion Plan was in the planning stages. The Plan was completed and adopted in Year 2. As contained in the Plan, the Service would develop a Chief’s Inclusionary Council with members in the community from diverse communities sitting on the committee. By the end of Year 3, the Service also had its internal Equity, Diversity and Inclusion Committee working toward developing programs for our members.
- e. The Service recognized, in the development of the plan that there was a value in partnering with EMS to address people in crisis and vulnerable populations. A committee of multiple partners have come together to work on a collaborative and coordinated approach to people in crisis and other vulnerable populations. These community partners included: Niagara Regional Police, EMS, CMHA-Niagara, Niagara Health System, and Welland-McMaster Family Health Centre. Currently the police operate MCRRT, with a CMHA-Niagara mental health worker riding with a patrol constable from 12:00pm-12:00am. This arrangement is funded through a Community Policing and Safety grant. EMS similarly has a mental health nurse riding with EMTs from 9:00am-9:00pm. Their arrangement is funded through funds from Welland-McMaster Family Health Centre and QUEST. These community partners are working toward finding a permanent and long-term funding source

that will enable police, EMS, and the hospitals to address people in crisis and special populations in a coordinated manner.

- f. As part of the Service's wellness initiatives, resiliency training began in Year 3. This continues to be an ongoing activity for our new recruits and members as a whole.
- g. Over the course of this 3-year cycle, the Service worked toward a reduction of non-occupational illness. Unfortunately, we are unable to determine if an impact was made. The average sick time in 2020 as compared to 2019 has decreased by 11.5%. However, due to the pandemic, alternate provisions were approved by the service to encode non-occupational lost time in relation to the pandemic as Administrative Leave. This change had a direct impact to the above noted decrease. However, sick time increased significantly in Year 3, since members were recalled from remote work back to the workplace.
- h. In Year 1, the Service worked diligently to become an internationally recognized emergency police dispatch centre. On September 30th, 2019, the Niagara Regional Police Service received its official accreditation as a centre of excellence by the International Academy of Emergency Police Dispatch. In Year 3 the Service moved to a 6 Priority Dispatch system for calls for service. This replaced the former three priority system and better reflects the work of our Communications Unit since many calls for service are for transfer calls to specialty units. This led to an increase in our overall calls for service.

For a complete accounting of our progress, see Appendix A attached.

The Service worked diligently on keeping the Strategic Plan on track in the midst of dealing with a global pandemic. Our priorities were adjusted to keep the community and our members safe during an unprecedented time in all of our lives. Overall, the Service was successful in achieving the goals of a Strategic Plan that was developed in a pre-COVID-19 period.

Alternatives Reviewed

Not applicable.

Relevant Policy Considerations

PSB By-Law 356-2015

Other Pertinent Reports

Not applicable.

This report was prepared by Paul P. Divers, Ph.D., Corporate Analyst and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



Submitted by:

Bryan MacCulloch, M.O.M. #5835
Chief of Police

Appendix

Appendix A: 2019 -2021 Strategic Plan Final Status Update

APPENDIX A

2019 -2021 Strategic Plan Status Update

Goal One

Improve Public Safety

Objective 1.1: To effectively respond to calls for service. (Champion: Deputy Chief of Police, Support Services)

| Performance Metric | Target | Compliance |
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| Average response time to emergency calls for service (Priority 1). | Respond to emergency calls within 7 minutes for urban and 10 minutes for rural calls for service. Achieve 80% compliance of standard. | In Year 1 (2019) of this plan the Service completed a comprehensive data driven analysis of the workload and performance of our frontline patrol function. As a result, a report titled “Managing Patrol Performance” was submitted to the Board in Q-2 of Year 1. The Report recommended that our frontline required 40 net new frontline uniform officers for Districts 1, 2 & 3 to meet a 7-minute response time to Priority 1 (emergency) calls for service. During 2020 budget deliberations in Q-4 the Board supported the Service and approved the new additional hires. In Year 2 (2020) the Region approved the Service’s budget, including the 40 net new uniform additions. In Year 2 of the plan the Service commenced the hiring of the new additional recruit officers, in addition to replacing retirements and departures. In Q-2 of Year 3 (2021) of this plan, the remaining additional recruit officers were deployed. Currently the recruits are at the Ontario Police College (OPC). We expect to see the results of this addition by the end of 2022. |

Objective 1.2: To enhance crime reduction strategies. (Champion: Superintendent, Operational Support)

| Performance Metric | Target | Compliance |
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| The development of a real time, Region wide, common operating picture (COP), to ensure situational awareness at all levels and provide real time actionable intelligence to first responders and criminal investigators. | <p>Establish a baseline of the activities of a fully operational RTOC program and the services it can provide to officers.</p> <p>Achieve a 10% increase in assistance in calls for service in Year 2.</p> <p>Achieve a further 5% increase in Year 3.</p> | <p>In Year 1 of this plan the RTOC moved to full-time operations, 24/7, on June 16, 2019, after hiring 8 civilian crime analysts. As of the end of Year 1 the Service had a total of 30 CCTV cameras installed and operational in downtown St. Catharines and in the tourist areas of Niagara Falls. In Year 1 RTOC assisted to 879 calls for service were responded to after it was operating full-time. In Year 2, the Service responded to 2,570 calls, a notable increase over the previous year. In Year 2 we also applied for additional funds from the Ministry of the Solicitor General to install an additional 12 cameras in St. Catharines and Niagara Falls. In Q-4 we were informed that our grant application was successful, and the Ministry sent the funds in Q-1, Year 3. The City of St. Catharines and Niagara Falls each contributed \$15,000.00, the Service \$60,000.00 and the Ministry \$90,000.00, for a total of \$180,000.00. By the end of 2021, the Service had over 60 cameras in use due to several grant opportunities over the 3 years. The Service purchased an additional 32 cameras toward the end of Year 3, but the cameras will be installed in 2023. In Year 3 we found a decrease in calls for service (1,822), however the number of violent calls increased by 7.0% in Year 3 compared to Year 2. This was primarily due to the economy returning to relative stability compared to the pre-pandemic period; and strangers from various walks of life interacting in public places.</p> |
| Expand the existing St. Catharines CCTV model to other areas of the Region | Expand the existing St. Catharines CCTV model to other areas of the Region. | <p>Expansion took place in St. Catharines and Niagara Falls in Year 2 and Year 3 for a total of 60 cameras. The Service submitted a grant application in Q-3 in Year 3 to the Ministry of the Solicitor General. Our grant application was approved, and the expansion will result in an additional 32 cameras to be installed in 2023. The Service was also awarded funds for data analytics software (Briefcam) technology. This will allow our RTOC analysts, as well as investigators, to scan all cameras simultaneously to locate an entity expeditiously.</p> |

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| Engagement of community stakeholders to provide NRPS access to existing CCTV cameras. | Establish a baseline in Year 1 Increase engagement of community stakeholders entering into CCTV camera sharing agreements in Years 2 and 3. | Partially. We were able to find support and partner with the City of Niagara Falls which will enable us to install CCTV cameras in its tourist core. The cameras and hardware were purchased in Year 1 and was scheduled to be installed and on-line in Q-1 of Year 2 of CSP Grant. Unfortunately, with the spread of COVID-19 and current emergency measures in the province, there was a delay in the installation of the cameras. In Year 1 we had also worked on a second partnership with the Town of Niagara-on-the-Lake. After many discussions it was realized that the Towns infrastructure was so old that it would have been too cost-prohibitive for them to upgrade at this time. We are hoping that upgrades will be made in the coming years, and we can resume the establishment of this partnership. In an ongoing partnership with the City of Port Colborne we were able to leverage this relationship for us to be able to set-up a mobile CCTV system during Canal Days in the City during the summer of 2019. We will consider such a policing delivery model in the future for other major summer events across the Region. In 2021 Niagara Falls BIA and Niagara College provided the Service access to their cameras. The Service is still awaiting access to Brock University's cameras. |
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Objective 1.3: To reduce crime. (Champion: Superintendent, District Operations)

| Performance Metric | Target | Compliance |
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| Violent Crime Rate | 2% reduction each year | No. Year 1 had an increase of 9.3% (over 300 additional incidents). The primary drivers were sexual assault (+75 incidents), indecent/harassing communications (+213 incidents) and threats – person death/harm (+45 incidents). Year 2 we also saw an increase with 3,870 incidents compared to 3,260 in Year 1 (+17.76%). We discovered in large increases in domestic and family violence, particularly during the COVID-19 emergency order declaration under the <i>Emergency Management and Civil Protection Act</i> . Year 3 saw an additional increase in violent crimes over Year 2 (4,166 or +296 incidents) for a 7.00% increase. |
| Property Crime | 5% reduction in property crime. | No. Year 1 saw an increase of 11.1% incidents. The primary drivers were theft under \$5,000 (+206 incidents), Shoplifting under \$5,000 (+312 incidents), Mischief (+324 incidents) and fraud – identity theft/identity fraud (+144 incidents). In Year 2 were 12,098 property crimes compared to 13,512 in Year 1. Unlike violent crimes, this was due to the COVID-19 emergency order declaration set out in the <i>Emergency</i> |

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| | | <i>Management and Civil Protection Act.</i> In Year 3 there was a 7.96 increase in property crimes over Year 2 (+200 incidents). |
| Number of crime prevention initiatives among our Auxiliary Officers. | Number of crime prevention initiatives among our Auxiliary Officers. | <p>In Year 1 the Auxiliary Unit fulfilled 119 tasks related to special events, crime prevention, community-oriented events, foot patrol and distributing crime prevention/investigative flyers for a total of 9,556 hours of committed service.</p> <p>In Year 1 there were 119 deployments tasks related to special events, crime prevention, community-oriented events, foot patrol and distributing crime prevention/investigative flyers, which involved 431 personnel, who completed 9,570 hours. In Year 2 there were 10 deployments, which involved 47 personnel, who completed 1,012 hours. In Year 3 there were 17 deployments which involved 54 personnel who completed 1122 hours of service.</p> <p>Due to the COVID-19 Pandemic, the Auxiliary Unit was suspended In March of 2020. A plethora of community related events had been scheduled for the Auxiliary Unit, but all had to be cancelled due to the Pandemic</p> <p>Unfortunately, the Auxiliary Unit has suffered from a significant decrease in active member retention and recruiting new applicants over the last few years. In Year 1, there were approximately 52 Auxiliary members at the end of the year (December 31, 2019). By the end of Year 2 (December 31, 2020), said number decreased to 35, which further created staffing issues, while attempting to meet some of the deployment taskings. That being said, the program was suspended in March.</p> <p>In Year 3 members reduced to 21. Again, the long-term impact of COVID-19 has resulted in a significant reduction in community events and led to the loss of our members.</p> <p>The Service is currently looking at actively recruiting new members for the new year.</p> |
| Public perception of uniform visibility and | Poll downtown business merchants in Year 1, 5% improvement year after year. | Our survey of the public's perception of uniform visibility and approachability we found in Year 1 that 4/5ths of respondents wanted to see more foot patrol in our major cities. St. Catharines - 82%, Niagara Falls - 85%, Welland - 83% and Thorold - 87%. In the |

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| approachability through day-to-day activities (i.e., foot and bicycle patrol and regular contact with downtown and tourist area business merchants and service providers). | | <p>2020 Service budget we added two constables to our authorized strength to support the community's desire for greater foot and bicycle patrols.</p> <p>In Year 2 and 3 a survey was not conducted due to the COVID-19 emergency declaration and social distancing measures in the downtown cores and the community as a whole.</p> <p>Moving forward our C.O.R.E. Unit will be able to reach out to the community and obtain their feedback.</p> |
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Objective 1.4: Expand the Real Time Operations Centre (RTOC). (Champion: Superintendent, District Operations)

| Performance Metric | Target | Compliance |
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| Number of times RTOC assists and/or is used by frontline officers. | Create a baseline of RTOC usage in Year 1. A 10% increase in Year 2 for each, followed by an additional 5% increase in Year 3. | <p>Baseline was created in Year 1. As previously stated, the RTOC became fully operational following the hiring of a civilian RTOC analyst in June 2019. A total of 879 assists occurred in 2019, while 2,570 assists occurred in Year 2 (+192%). Year 3 found a drop in usage 1,822 incident assists, but as stated early, a large part of the usage was to address violent crime. In addition, in Year 3 we had large gaps in RTOC analyst coverage in the workplace due to various long-term illnesses.</p> <p>The Service is expecting to see an increase of usage in 2023 with the purchase of data analytics software that can search all cameras consecutively.</p> |
| Number of community stakeholders that | Year 1, five stakeholders enter into camera sharing agreements. | As previously stated, partially. We were able to find support and partner with the City of Niagara Falls which will enable us to install CCTV cameras in its tourist core. The cameras and hardware were purchased in Year 1 and was scheduled to be installed and on-line in Q-1 of Year 2 of CSP Grant. Unfortunately, with the spread of COVID-19 |

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| collaborate with the Service to provide access to existing CCTV cameras over the course of the Plan. | Year 2 and 3 an additional 10% of community stakeholders enter into CCTV camera sharing agreements. | and current emergency measures in the province, there will be a delay in the installation of the cameras. In Year 1 we had also worked on a second partnership with the Town of Niagara-on-the-Lake. After many discussions it was realized that the towns infrastructure was so old that it would have been too cost-prohibitive for them to upgrade at this time. We are hoping that upgrades will be made in the coming years, and we can resume the establishment of this partnership. Finally, in an ongoing partnership with the City of Port Colborne we were able to leverage this relationship for us to be able to set-up a mobile CCTV system during Canal Days in the city during the summer of 2019. We will consider such a policing delivery model in the future for other major summer events across the Region. Year 3 saw milestones being achieved with the Niagara Falls Business Association and Niagara College entering into agreements with the Service. |
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Objective 1.5: Enhance road safety. (Champion: Superintendent, Emergency & Investigative Services)

| Performance Metric | Target | Compliance |
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| Collision fatality rate. | 5% reduction each year. | No. Year 1 saw a 13.3% reduction in fatal injury collisions over 2018 (13 vs.16). Year 2 however saw a 23% increase in fatal injury collisions (16 fatalities vs 13 in Year 1). In Year 3 we found a 31.2% increase in fatal injury collisions (21) over Year 2 (16). |

Objective 1.6: Enhance waterway safety. (Champion: Superintendent, Emergency & Investigative Services)

| Performance Metric | Target | Compliance |
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| Waterway safety, enforcement, and education. | Establish baseline in 2019 to determine the compliance with water safety regulations and increase compliance in 2020 and 2021. | In Year 1, the Marine Unit issued 311 Offence Notices (PONs and formal Warnings). This number includes all offences that has a nexus to the water environment, i.e., Canada Shipping Act, Fish and Wildlife Conservation Act, Trespass to Property Act, and Liquor License Act. In Year 2, we saw an increase overall of vessel traffic and waterway related calls for service. In total, 332 PONs were issued. |

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| | | In Year 3, we saw an overall increase of vessel traffic and waterway related calls for service. In total, 204 PON tickets were issued. 58 of those were charges and 148 were documented warnings. In Year 3 there was a 38.6% reduction in PONS on waters of jurisdiction compared to Year 2. |
| | Annual joint training exercise. | <p>During Year 1, the Marine Unit conducted joint training with Niagara Parks Police in relation to Small Vessel Operation Proficiency (SVOP) and Marine Emergency Duties A3 (MedA3). Swiftwater training was conducted with St. Catharines Fire Services. Also, an information session was conducted with Port Colborne Fire Services to provide information on the abilities and response of the Marine and USRU.</p> <p>Year 2 and 3 were challenging years due to COVID-19. Only one training presentation was scheduled for Niagara Falls Fire about unit response and abilities. Joint training was planned, however, due to COVID-19 it was cancelled.</p> |

Objective 1.7: Increase collaboration with community partners to address the harm associated to substance abuse.
(Champion: Superintendent, Emergency & Investigative Services)

| Performance Metric | Target | Compliance |
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| Increase collaboration with community partners to address the harm associated to substance abuse. | Number of collaborative consultation and intelligence sharing with GTA police agencies about high-level dealers regarding drug traffickers. | <p>In Year 1, in consultation with our GTA partners Niagara had 17 incidents wherein persons from the GTA were arrested and charged with drug offences.</p> <p>In 2020, in collaboration with our GTA partner, 34 incidents wherein persons from the GTA were arrested and charged with drug offences.</p> <p>Consistent over the years, working with our community partners 43 incidents resulting in charges among GTA gang members occurred in Year 3.</p> |

Objective 1.8: Improve outcomes for victims of intimate partner violence and their families. (Champion: Superintendent, Emergency & Investigative Services)

| Performance Metric | Target | Compliance |
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| Pursue partnerships to establish an early intervention program in response to first-time intimate partner violence. | Early intervention program established and operational. | <p>In 2019, the Domestic Violence Unit worked on enhancing collaborative partnerships and a referral process to improve access to counselling programs for victims of domestic violence, and early intervention programs for abusive partners.</p> <p>In partnership with the Crown Attorney's Office, Victim Witness Assistance Program, Design for a New Tomorrow, and the Family Counselling Centre Niagara the Service is moving toward increased participation in an early intervention program, currently offered as the Partner Assault Response (PAR), and delivered by Design for a New Tomorrow, in partnership with the Family Counselling Centre Niagara.</p> <p>In early 2020, discussions began on how to expand the scope of an early intervention program, and to streamline the referral process at the start of a criminal justice proceeding but have been delayed due to the pandemic. These discussions have recently renewed and are progressing toward an enhanced model of delivery, involving the John Howard Society.</p> <p>According to the Special Victims Unit, there was no new developments in Year 3.</p> |

Objective 1.9: To create a network of justice partners in order to become more operationally efficient in the investigation of internet child exploitation and cybercrime. (Champion: Superintendent, Emergency & Investigative Services)

| Performance Metric | Target | Compliance |
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| Number of cybercrime/ internet child exploitation partnerships and networking | Increase of one partnership/networking activity in each year of the plan. | In Year 1, members of the ICE Unit delivered training sessions at the Queenston-Lewiston Bridge, Peace Bridge, and Rainbow Bridge, providing over 150 Canada Border Services Agency (CBSA) Officers training in relation to the identification and handling of child exploitation material. This training has been instrumental in the success of prosecutions involving travelers returning to Canada and has allowed |

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| <p>activities with criminal justice partners.</p> | | <p>members of the CBSA the ability to have easier access to the NRPS ICE investigators, as the knowledge in relation to Child Exploitation investigations is specialized.</p> <p>In early Year 2, additional training was delivered to CBSA, however, this outreach has been affected by the COVID-19 pandemic. The ICE Unit continues to work collaboratively with the CBSA during child exploitation investigations at the border.</p> <p>Throughout Year 1 and 2, the ICE Unit has continued to work with the National Child Exploitation Coordination Center (NCECC). NCECC refers cases to the NRPS ICE investigators reported by Internet Service Providers and Social Media platforms. The NRPS ICE Unit continues to be a member of the Ontario Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet.</p> <p>In Year 1 and 2, the NRPS ICE Unit collaborated with numerous police services across Ontario to conduct joint investigations in relation to child exploitation.</p> <p>Additionally, in Year 1 the ICE Unit partnered with the United States Federal Bureau of Investigation (FBI) to conduct a child exploitation and Internet luring investigation, which resulted in an arrest and charges brought against an accused in the Niagara Region. This collaboration has resulted in an increased exchange of information between the Service and FBI, as we continue to investigate child exploitation on the Internet.</p> <p>In Year 1, the ICE Unit expanded its public awareness efforts across the Niagara Region. Detectives partnered with Community Living agencies to educate adults and youth with intellectual disabilities, their families, and their care givers, on how to stay safe on the internet, and what to do if negative or exploitative behaviour is observed. Detectives also attended Elementary and Secondary schools to educate students on the potential risk of exploitation via the internet. Members also participated with Project Impact (Intensive Measures Police and Community Together) educating at risk youth in relation to internet safety.</p> <p>Members of the ICE Unit also began a strong relationship with the District School Board of Niagara's Parent Involvement Committee (PIC). Members attended the annual conference in 2019 and provided two sessions to over 400 attendees on the subject of internet safety.</p> |
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| | | <p>Although this activity was decreased in 2020, due to the pandemic, the ICE Unit continued to provide outreach to community agencies virtually, where possible. The ICE Unit remains committed to making information accessible to the public. The NRPS website contains resources available to members of the community that provide helpful information on how to stay safe online.</p> <p>In the fall of Year 2, the Service entered into a contract with the OPP to provide additional staffing to ICE Unit, partially funded by a Federal grant. This grant funding was made available to address an influx of child exploitation cases referred for investigation following a multi-jurisdictional major project. This partnership has resulted in a positive increase of investigations carried out by the ICE Unit.</p> <p>In Year 1, the Cyber Crime Unit carried out a project with the Hamilton Police and Peel Police Cyber units to build a Cyber Web portal where information is shared with participating police services, in order to increase collaboration and information sharing.</p> <p>In Year 1, the Cyber Crime Unit partnered with the National Cyber Crime Coordination Center (NC3), which was established to facilitate the exchange of information by police services, on a national level.</p> <p>In Year 2, the Cyber Crime Unit continued its partnership with NC3, and has participated in a collaborative project to identify and track multi-jurisdictional crypto-currency related investigations.</p> <p>In Year 1, the Service entered into a Memorandum of Understanding with the Canadian Centre for Child Protection (C3P), which has enhanced our collaborative partnership in the delivery of public safety messaging and has improved response to missing and exploited children investigations. This enhanced partnership has also created additional opportunities for collaboration in other areas of community safety, including response to human trafficking.</p> <p>In Year 2, the pandemic restrictions have limited further enhancements of the Service's collaboration with C3P, an example of which was the cancelled Missing and Exploited</p> |
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| | | Children Training Conference, also cancelled for 2021. However, the exchange of information and resource materials continues, largely unaffected. |
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Objective 1.10: To review and revise Special Victims protocols to ensure greater inclusion of our community partners in supporting victims of crime.

| Performance Metric | Target | Compliance |
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| Number of community partners' responding to violence. | Review the Sexual Assault Response Protocol to increase at least two additional community partners. Revise protocols to increase the scope of involvement of community partners by Year 3 of this plan. | <p>In Year 1, the Niagara Region Sexual Assault Centre (CARSA) agreed to assume a leadership role by chairing the Sexual Assault Response Protocol and advisory committee, a role that has been historically fulfilled by the Service. This moved the protocol in line with accepted best practices and has helped to improve transparency. In consultation with partner agencies, and at the recommendation of the chair, the respective representatives decided that mandated agencies would maintain the current level of protocol participation and look for ways to expand advisory participation.</p> <p>In Year 1, the SAU Sergeant facilitated training for Niagara Health System nursing staff assigned to the Sexual Assault/Domestic Violence Treatment Program as Sexual Assault Nurse Examiners. The training sessions brought together investigators, Crown counsel and nurses, in an effort to increase skills in notetaking and court testimony for new staff working with sexual assault victims.</p> <p>In late Year 2, the Service entered into a Memorandum of Understanding with Niagara Region Sexual Assault Centre (CARSA), Centre de Santé Communautaire Hamilton/Niagara, Gillian's Place, and Women's Place of South Niagara to launch the Niagara Region Sexual Violence Advocate Case Review Program. This program represents a best practice and is in line with the recommendations of the Canadian Association of Chiefs of Police, and the Ontario Association of Chiefs of Police, contained in the Canadian Framework for Collaborative Police Response on Sexual Violence. The implementation of case review is planned to begin in 2021.</p> <p>The Service is involved in the Niagara Region Human Trafficking Emergency Response Protocol. In Year 1, the Human Trafficking Unit has been working with protocol partners</p> |

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| | | <p>led by YWCA Niagara to support the opening of a crisis shelter for victims of human trafficking. Protocol partners, including the YWCA Niagara, CMHA Niagara, FACS Niagara, Victim Services, and RAFT with support from others are collaborating on a situation table that would review and respond to cases of acutely elevated risk involving human trafficking victims.</p> <p>In Year 2, the Service participated in consultations with its Niagara Region Human Trafficking Emergency Response Protocol partners, as part of a project led by YWCA Niagara in partnership with the Niagara Region Community Service, to establish an emergency shelter for survivors of human trafficking. This important community project has been supporting human trafficking survivors by providing emergency shelter and access to therapeutic and skill-building programming.</p> <p>The Service received a Ministry of the Solicitor General in Year 2 and 3 to support these relationships and to assist exploited persons.</p> |
| Scope of involvement of community partners supporting special victims increasing the scope of their involvement, including case review and situation tables. | <p>Review of the Child Abuse Protocol for the Niagara Region with integration of the revised Child Youth and Family Services Act.</p> <p>Completion of revised protocol signed and implemented by end of 2019.</p> | <p>In Year 1, The Child Abuse Unit and FACS Niagara have presented a draft protocol for the review of the Crown Attorney's Office. Resources issues in the Crown's office have contributed to a delay in the review process.</p> <p>In Year 2, new amendments to the Child, Youth and Family Service Act came into force, necessitating a further review of the Child Abuse Protocol. Interim measures have been put into effect, to establish increased information sharing, made possible by legislative changes. These changes have improved access to records, held by FACS Niagara, relevant to investigations of historical allegations conducted by the Service. In addition to further review of the joint protocol, an overarching review of information sharing between the Service and FACS Niagara has been undertaken, and a revised protocol is nearing completion in early 2021.</p> <p>The protocol was signed in Year 3.</p> |

Goal Two

Foster a Culture of Community Collaboration & Engagement

Objective 2.1: To foster continuous, collaborative engagement and dialogue with our community partners. (Champion: Superintendent, Emergency & Investigative Services)

| Performance Metric | Target | Compliance |
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| Number of special victim interagency meetings (e.g., FACS, Sexual Assault Centre, Elder Abuse Prevention Network, Youth Resources Niagara, etc.) with a police presence. | <p>Liaison Officer(s) from the Special Victims Unit will be assigned to special victims' agencies in Year 1.</p> <p>Year 2 – Assigned police at 100% of agencies requesting a police presence.</p> <p>Via a survey in Year 3, 80 % of stakeholders will express satisfaction with increased police involvement.</p> | <p>Starting in Year 1, SVU Staff Sergeant represented the Service at the Coalition to End Violence Against Women and sat on the Research and Strategy sub-committee. The SVU Staff Sergeant participated in five CEVAW meetings and four sub-committee meetings.</p> <p>In Year 1, the SVU Staff Sergeant participated in five meetings of the Niagara Region Emergency Human Trafficking Response Protocol; and four meetings as a member of the steering committee for the YWCA Niagara emergency shelter for human trafficking survivors, name "Home, to New Beginnings."</p> <p>In Year 2, the SVU Staff Sergeant participated in one Human Trafficking protocol meeting and three policy meetings as a member of the steering committee for the new YWCA Niagara emergency shelter for human trafficking survivors.</p> <p>The SVU Staff Sergeant also represented the Service on the Niagara Region Human Trafficking Emergency Response Protocol, and later as a member of the steering committee for the YWCA Niagara emergency shelter for human trafficking survivors.</p> <p>Together with a representative FACS Niagara, the SVU Staff Sergeant represented the Service as a liaison to the Kristen French Child Advocacy Centre Niagara's Board of Directors. In Year 1, the SVU Staff Sergeant participated in six KFCACN board meetings.</p> |

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| | | <p>In Year 1, the CAU Sergeant attended four Child Abuse Review Team (CART) case conferences with FACS Niagara; and facilitated two joint training sessions of FACS Niagara staff and members of the CAU.</p> <p>In Year 2, the CAU Sergeant attended one CART meeting, one joint protocol meeting, three board meetings with the Kristen French Child Advocacy Centre Niagara Board of Directors and conducted two presentations to Brock University and Niagara College students, pursuing careers in policing. Opportunities for engagement during the pandemic have been limited to individual case phone consultations.</p> <p>In Year 1, SVU Staff Sergeant participated as a member of a discussion panel during an Indigenous Anti-Human Trafficking community presentation in Fort Erie, organized by the Niagara Chapter of Native Women.</p> <p>In Year 1, SVU Staff Sergeant attended a gathering organized by the Niagara Regional Native Centre and YWCA Niagara and participated in discussions about Violence Against Women and the then newly released report on National Inquiry into Missing and Murdered Indigenous Women and Girls.</p> <p>In Year 1, with CEVAW partners, SVU Staff Sergeant attended a Human Trafficking roundtable, facilitated by FACS Niagara, with The Honourable Jill Dunlop, Associate Minister of Children and Women's Issues.</p> <p>In Year 1, SVU Staff Sergeant participated on a panel of community leaders organized by the Niagara Falls Chamber of Commerce to bring awareness of the issue of human trafficking.</p> <p>In Year 2, the SVU Staff Sergeant also facilitated consultation meetings between CEVAW agencies and the Niagara Region Community Services staff during a Community Safety and Well-Being Planning session. These contributions enhanced the creation of the Region's Community Safety and Well-Being Plan in Year 3.</p> <p>In Year 2, the SVU Staff Sergeant continued to represent the Service as a liaison to the board of directors of the Kristen French Child Advocacy Centre Niagara and attended</p> |
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| | | one in person meeting and four virtual meetings. In Year 3 the Staff Sergeant attended two meetings as the Services liaison. |
| Police presence in diverse communities. | <p>Create a Community Police Diversity Advisory Committee with members from each diverse group by end of Year 1.</p> <p>80% of Committee members agree they are contributing to the betterment of the community and the Service by the end of the Plan.</p> | <p>In Year 1 of this Plan the Diversity coordinator began the process of completing the Service's Diversity, Equity & Inclusion Plan. The Plan was completed and adopted in Year 2. A survey of members' satisfaction level will occur in Year 3. This survey was conducted the Service's Corporate Analyst in Year 3 and the information was shared with the Unit and members.</p> <p>Outreach for Inclusionary Council community members began in 2018 and the first meeting occurred in January 2019. There are 19 members from diverse communities, four of which are Indigenous community members. In Year 1, five meetings were held. In Year 2 only four meetings were held as we had to make adjustments and prepare to use virtual platforms to host meetings. In Year 3 the committee had eight meetings with Inclusionary Council members.</p> <p>The survey was completed in Year 3 and members responded with a 76.9% agreement on how well the Committee was serving the betterment of the community. This was lower than we had hoped for and provides us with a roadmap for the Committee to improve in 2022 and beyond.</p> |
| Number of international student orientation sessions attended at Brock University and Niagara College. | Two times a year at both Post-Secondary institutions. | <p>In Year 1 the SROs and recruit members attended Niagara College to participate in three international student orientation sessions. They addressed many issues with the students concerning Canadian law, fraud, and landlord/tenant disputes.</p> <p>Approximately 950 students in total attended the three sessions that began the week before the start of each semester (Fall, Spring, and Winter 2019). Also, in Year 1, the Fraud Unit attended Brock University to make presentations on fraud related matters to the International Student Association. Finally, International Student Orientation Sessions, this included international student sessions for Niagara College, Brock, Ridley College, Christian Collegiate (Fort Erie), Fort Erie International Academy, and Full Bright Academy (Fort Erie)</p> |

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| | | In Year 2, the SROs attended one international student orientation session in January of 2020 with 350 international students in attendance. No other sessions were scheduled in Year 2 and 3 due to the College's and University's COVID-19 closures. |
| Number of Information videos on safety and the law in Canada will be made available in various languages (e.g., Mandarin, Hindi, Punjabi, Arabic, French, etc.). | Five videos in different languages by the end of the business cycle. | Three videos were available in Year 1: English, Mandarin, and Arabic. No videos were made in Year 2. Hindu/Urdu and Spanish videos were completed in Year 3. However, our website can be translated into 109 different languages for those who are not fluent in English. |
| Number of presentations to support newcomers to Canada (e.g., refugees and new immigrants). | <p>Establish baseline in Year 1</p> <p>Increase by 5% in subsequent years.</p> | <p>Five newcomer presentations were made in Year 1 at the Folk Arts Centre, Welland Multicultural and Heritage Council, and YMCA Immigration and Employment Services. In total 87 newcomer participants were involved.</p> <p>Only one presentation, with 25 attendees, was made at the Folk Arts before COVID-19 arrived in Year 2.</p> <p>In addition, those organizations sit on our Chief of Police Community Inclusion Council and have received presentations on things like our Diversity Strategic Plan, Recruiting, SROs, and our Internal Inclusion Committee through Year 3.</p> |
| Number of special events supported by member attendance | Five per year. | In Year 1 the Chief's Ceremonial Guard attended 25 special events. Some of the events included: Chief's Gala, CALEO Conference, Ontario Police Memorial, Annual Awards Ceremony, Tug of War, Badges on the Border, Remembrance Day, Santa Clause Parades in Niagara Falls and Niagara-on-the-Lake, National Police Memorial, and a number of Vigil Stands for former police members. |

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| (e.g., Chief's Ceremonial Guard). | | <p>In Year 2 there were only three events due to COVID-19. They included: Chief's Gala, Funeral Vigil Stan, and a Media Salute (Half Mast)</p> <p>In Year 2 the "Chief's Ceremonial Guard" went through a name change following an update in General Order 234.03. The "Chief's Ceremonial Guard" will now be referred to as the "Chief's Honour Guard and Colour Party."</p> <p>In Year 3, the Chief's Honour Guard and Colour Party attended the Ontario Police Memorial, National Police Memorial, and member funerals.</p> |
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Objective 2.2: To enhance communication of key messages regarding policing and public safety issues. (Champion: Inspector: Executive Officer to the Chief of Police)

| Performance Metric | Target | Compliance |
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| Number of internet traffic to the Service's website. | 5% increase per year. | In Year 1 there were 2,242,968 visits to our website. In Year 3 there were 6,344,406 visits to our website. |
| Number of social media platform engagements. | 5% increase per year. | Twitter 352,000 visits in Year 1 and 202,900 visits in Year 3. The significant drop in Year 3 is most likely due to the impact of COVID-19 and residents staying at home and socially distancing. |
| Number of public announcements, advisories and/or other public releases. | 2-3 per month in Year 1, 10% increases in Year's 2 and 3. | In Year 1 there were 550 media releases from the Service. In Year 3 there were 673 media releases. In Year 2 there was a 22.4% increase in the number of announcements made over Year 1. |

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| Level of community satisfaction with external communication. | Maintain 80+% in citizen satisfaction with the police service. Compare 2019 Community Satisfaction Survey with the 2021 Community Satisfaction Survey. | Eighty percent satisfaction was achieved in Year 1. In Year 3 as part of the 2022 – 2025 Strategic Plan initiative using Converso, Inc. Virtual Town Hall Technology, we engaged with 4,112 Niagara Residents over the telephone and found that 85% of respondents were satisfied with the work of the Niagara Regional Police Service. |
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Objective 2.3: To establish relationships, protocols and Memorandums of Understanding with our community stakeholder groups (Champions: Superintendent, Emergency & Investigative Services and Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
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| Partner with EMS to address people in crisis and special populations. | Create and approve a protocol with EMS to address people in crisis and special populations. Signed protocol executed by the end of Year 1. | This partnership has been slow to come together to create a viable partnership. However, starting in January of Year 3, a committee of multiple partners have come together to work on a collaborative and coordinated approach to people in crisis and other special populations. These community partners include: Niagara Regional Police (Superintendent Marco Giannico, District Operations), EMS, CMHA-Niagara, Niagara Health System, and Welland-McMaster Family Health Centre. Currently the police operate MCRRT, with a CMHA-Niagara mental health worker riding with a patrol constable 12:00pm-12:00am. This arrangement is funded through a Community Policing and Safety grant. EMS similarly has a mental health nurse riding with EMTs 9:00am-9:00pm. Their arrangement is funded through funds from Welland-McMaster Family Health Centre and QUEST. These community partners are working toward finding a permanent and long-term funding source that will enable police, EMS, and the hospitals to address people in crisis and special populations in a coordinated manner. |

Objective 2.4: To realign resources to create greater community engagement opportunities. (Champions: Superintendent, Emergency & Investigative Services and Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
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| Resources re-aligned (e.g., SPEAR Program). | SPEAR program oversight transferred from the Training Unit to Emergency Services (emergency preparedness). | The location of SPEAR was reevaluated by the Executive Leadership Team and officially transferred to our Community Engagement Unit, Executive Services on September 1, 2019. Community Engagement was subsequently moved to District Operations following an organizational review in 2020 and approved by the Board in a November 2020 Board Report on the organizational structure. Completed in Year 2. |
| Align resources to respond to community needs. | <p>Re-purpose School Police Emergency Action Response (SPEAR) uniform position to create a Community Engagement Officer position under Corporate Communications & Community Engagement.</p> <p>Twenty prepared presentations per year for young children (10) and senior citizens (10) will be prepared in order for officers to deliver consistent safety and educational messages in each of their respective districts.</p> | <p>A constable position was repurposed in Year 1 of this plan. Thirty-nine youth presentations were conducted in Year 1 of this Plan.</p> <p>No senior citizen nor young children presentations were conducted in Year 1 but planned for Year 2. However, no presentations were conducted in Year 2 of this plan due to COVID-19. It appears we will be significantly delayed in Year 3 of this plan as COVID-19 continues to play havoc on our community. In the end, no presentations were conducted in Year 3.</p> |

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| | Establish community engagement baseline contacts in Year 1 and 5% increase in each of the next two years. | |
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Goal Three

Enhancing Organizational Excellence

Objective 3.1: To enhance internal communication. (Champion: Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
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| Attendance at four Town Hall meetings with members across the Districts. | Establish baseline in 2019 with live feed Town Hall meetings. Increase participation by 5% in subsequent years. | In Year 1 the Chief had 8 Town Hall meetings with 580 members in attendance at Police Headquarters and virtually on-line. In Year 2 the Chief conducted a total of 7 Town Hall virtual meetings in Year 2 with the emphasis on the COVID-19 measures and actions that have, or will be taken, by the Executive Leadership Team to protect the safety of our members, with 1,921 members in attendance. A 231.2 % increase. The Chief also prepared 86 memorandums in Year 2 through February 3, 2021 (Year 3), specifically addressing COVID-19. |

Objective 3.2: To promote and enhance employee mental and physical well-being. (Champion: Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
|--|---|--|
| Number of initiatives re: health and wellness in the | 50% of members participate in at least one initiative in Year 1; 75% participate in Year 2. | In Year 1 of this Plan the Service provided ten Wellness initiatives. The initiatives included a Wellness Fair, Family Bowling, Health eating Lunch/Learns, Family Avondale ice cream night, Learn your Blood Type, Chili Cook-off, Soup Cook-off, Flu Clinic, Concussion Seminar, Walking challenge, Family Skate. The Wellness |

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| workplace (e.g., workshops, published articles, webinars) | | <p>Committee indicates that 75% of our members were involved in at least one initiative, while others were involved in a variety of initiatives.</p> <p>In Year 2 due to pandemic restrictions, the Wellness Committee provided six wellness initiatives. Participation still remained at the 75% participation level according to the Wellness Committee. These initiatives were Lunch/learn with Trybe – healthy alternatives, International Cook–off, Walking Challenge, Flu Clinic, Hydration Challenge, Family Skate Day.</p> |
| Resiliency training for new recruits. | Develop in 2019 and implement resiliency training for new recruits in 2020. | <p>From Recruiting and Career Development a new process for assessing recruits was developed and implemented resiliency. In total, 98 recruits completed the assessment (40 in Year 1 and 58 in Year 2).</p> <p>From Member Support the number of initiatives and percentages are hard to track. The Service sent out multiple webinars, training, information packages, but we have no ability to track who participates in them due to confidentiality concerns</p> <p>Member Support presents at every Post OPC class on our unit and resilience. We also provide every recruit with a resilience tip card for their wallet, six easy tips for day-to-day life</p> <p>We have initiated the New Officer Wellness Evaluation - new officers meet with the Service Psychologist twice in their first year on the job to help with the transition and develop healthy, resilient strategies early in their careers. The program was approved early 2020. Three recruit classes have participated in the program. The second meeting occurs near the 1-year anniversary of graduation, so the December 2019 graduating class are the only recruits who have fully completed the program (the other two classes are in progress).</p> <p>These efforts continue and are a regular part of recruit training beyond Year 3 of the plan.</p> |

Objective 3.3: To have a healthy workforce. (Champion: Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
|---------------------------|---|--|
| Employee attendance. | Non-occupational illness decreased by 5% each year. | <p>The average sick time in 2020 as compared to 2019 has decreased by 11.5%. However, due to the pandemic, alternate provisions were approved by the Service to code non-occupational lost time in relation to the pandemic as Administrative Leave to track the impact of COVID-19. This change had a direct impact to the above noted decrease.</p> <p>If we combine both the sick time and administrative leave time together for 2020 and compared to 2019, there would be an overall increase of +8.1% over 2019. Given that 2020 included a global pandemic, an overall increase would be expected. In fact, in Year 3 we had a 12% increase in non-occupational illness as a result of members returning to the workplace, along with the absence of administrative leave.</p> <p>Despite the continuation of the delivery of our essential service to the community, there were no pandemic related occupational illnesses reported. Additionally, there were not a significant number of members who contracted COVID-19 during 2020. Only nine members contracted the virus (outside of the workplace) during 2020 which represents 0.84% of our member population.</p> <p>Year 3, saw a significant increase in the number or members contracting COVID-19. According to our Attendance Management Officer (AMO) during the pandemic, 81 members reported contracting COVID-19.</p> |

Objective 3.4: Enhance employee training and development. (Champion: Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
|--------------------------------|-----------------------------------|---|
| Mandatory training compliance. | Number of training opportunities. | All deployable sworn members received In-Service Training in Year 1 and Year 2 of the Plan. Training included Use of Force, firearms re-qualification, CEW qualification & re-qualification. In Year 1 members in specialty detective units received further training at the Canadian and Ontario Police Colleges. Throughout Year 1 university and college courses were taken by 27 sworn members and 9 civilian members. Year 2 was a much more challenging year since most police college courses were unavailable. However, 6 Service members were accepted and enrolled at the 10 week Rotman Police Leadership Program (half a day, 3 days per week). In Year 3, 6 Service members were enrolled in the Rotman Police Leadership Program. |

Objective 3.5: To develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community. (Champion: Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
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| Number of applicants. | 10% increase in the number of applicants. | In Year 1, 40 new recruits were hired. In Year 2, 59 new recruits were hired. This is a 47.5% increase over Year 1. Much of this increase can be attributable to the 40 additional frontline constables added to our strength. The hiring was not completed until Year 3 due to COVID-19. |
| Number of members from diverse communities hired. | 10% increase in diversity hires in Year 3 over Year 1. | <p>In Year 1, 3 recruits were from diverse communities and 11 were women. In Year 2, 8 recruits were from diverse communities and 13 were women. Year 2 resulted in a 18.1% increase in women hired and a 166.7% increase in recruits from diverse communities hired.</p> <p>For Year 3 the statistical data for the Recruiting Unit is as follows:</p> <p>Applications received: 324 (42% decrease from 2020) Newly hired officers: 28 (Recruits – 26; Currently Serving – 2) Members of diverse communities hired: 4 (14.29%)</p> |

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| | | Newly hired women: 7 (25%) |
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Objective 3.6: Excellence in Dispatch. (Champion: Superintendent, Executive Services)

| Performance Metric | Target | Compliance |
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| Accreditation | Achieve recognition as an Accredited Centre of Excellence in Year 1. | On September 30 th , 2019, the Niagara Regional Police Service received its official accreditation as a centre of excellence by the International Academy of Emergency Police Dispatch and is valid until September 30 th , 2022. |

Objective 3.7: To ensure efficient deployment of human, financial and material resources. (Champion: Deputy Chief of Police, Support Services)

| Performance Metric | Target | Compliance |
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| Annual reviews of specialized services. | Conduct three each year. | <p>In Year 1, three program reviews took place (By-Law and Licensing with a recommendation that it be sent back to the Region; a review of the Communications Unit by an external accreditation agency, resulting in accreditation; and an Attendance Management Review through a LEAN process). In Year 2, a complete organizational structure review began and is ongoing; a re-structuring review of Business Services units; and a Records & Information Management review.</p> <p>By Year 3, a review of the School Resource Officer Program was conducted since the District School Board of Niagara wished to end the program. Outcome of the review was for the establishment of a Community Oriented Response & Engagement Unit (C.O.R.E.) to be established by re-purposing the SROs to the C.O.R.E Unit in 2022.</p> |
| Annual MPP (Managing Patrol Performance) | Annual Review. | Year 1 baseline report. Year 2 analysis underway to examine 2020 patrol performance. Data runs and analysis will be presented to the PSB by the end of Q1 2021. Due to COVID-19, the Service was unable to hire the 40 new officers and replace outgoing members in a timely fashion. In 2022 we returned to addressing the |

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| | | MPP only to realize that with the new call priority 6 system some of our old priority 1 calls in our previous study moved to priority 2 calls in the new system. This has slowed our progress since we need to draw out those moved calls so that we can compare studies. We will have data analytics completed in 2023. |
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Objective 3.8: Modernization of Records Management. (Champion: Deputy Chief of Police, Support Services)

| Performance Metric | Target | Compliance |
|--|--|--|
| Information management and governance. | Develop a governance model and completion of implementation plan. All records electronically filed, stored and retrievable – 50% by 2020, 80% by 2021. | <p>Information Management & Governance is a continuous process not a project with an end. RIM implemented MOVEit Transfer in late Year 1. It is the secure, electronic file transfer system. The application allows the Service to disclose information in a consistent, redacted format while providing auditing abilities. RIM continues to work towards automating our Record Check process through a third-party agreement with Corps Commissionaires.</p> <p>In Year 2 the Service completed a full rewriting of the Classification and Retention Schedule which now provides security classifications for each type of record RIM is also working with IT on the SharePoint (hybrid option) upgrade and Office 365 projects as a big part of the Information Management and Governance focus.</p> <p>While we have undertaken a large project of digitizing 13 cold case homicides (numerous boxes and audio/visual media) we have not met the goal of getting historical hardcopy records digitized.</p> <p>Finally, in Year 2, RIM and Technology Services completed the health check and upgrade of Enterprise Content Management (ECM). The Services continues to work on growing/improving ECM and connecting it to SharePoint in the pending upgrade of IRIS.</p> <p>That being said most records today are created electronically and that will be our focus with the SP upgrade going forward. This was completed in Year 3.</p> |



INTERNAL CORRESPONDENCE

To: Chair and Members

From: Deb Reid

Dept: Niagara Police Services Board

Dept: Executive Director
Niagara Police Services Board

Date: January 6, 2023

Re: Police Services Board - 2022 Annual Report on Board Activities

Objective:

The purpose of this report is to provide the Board with an annual report on Board activities for the year 2022.

Background Information:

The Ministry of the Solicitor General developed the Adequacy Standards Regulation, which came into effect January 2001 and sets out the minimum mandatory standards for Boards and police services to meet. Included among these measures was a requirement for Boards to publicly release details about their activities. In accordance with this requirement, Board staff collects comprehensive data about Board activities. This includes statistical information on activity levels at the Board office and recording of Board attendance at events and the time required by individual members to discharge properly the duties of the Board.

Activity Indicators – Board and Committee Meetings:

The statistical activity indicators include the number of items on Board and Committee Agendas with a further breakdown of reports generated by the Police Service, Board Staff/Solicitor, and outside organizations, including comparisons to the previous year-end totals for the past three years, which are referenced below:

| Agenda Items/Reports | 2020 | 2021 | 2022 |
|-------------------------|------|------|------------|
| Police Service | 270 | 294 | 278 |
| Board Staff/Solicitor | 115 | 102 | 121 |
| External Items | 52 | 68 | 55 |
| Total Agenda Items | 437 | 464 | 454 |

With respect to Board agenda items, the number of public and confidential agenda items continue to vary slightly from prior years in all three areas. These variations can be contributed to fluctuations in workload from year-to-year based on the timing of various matters of Board business (i.e., contract negotiations, executive recruitment, police facilities, business/strategic planning, etc.).

Activity Indicators – Email and Regular/Interoffice Mail:

The Board continues to maintain the use of electronic communication tools as its primary practice to facilitate the exchange of information within the Niagara Regional Police Service and with external agencies, municipal and provincial governments, and other organizations. In 2022, Board IT records indicate an approximate total of 34,677 emails that were either sent or received by Board staff and only 10 pieces of paper correspondence sent or received by Board staff via Canada Post or through interoffice mail.

Other Functions/Events:

The volume of work associated with Board and Committee meetings are demonstrated by the number of meetings and the hours spent at those meetings. This includes all Board meetings (public and in-camera); meetings of the Board's Committees (Human Resources, Finance, Administration, General Business) and Sub-Committees (Bargaining, Grievance, Strategic Planning, Accommodation, Information Technology, Policy/Governance, and Public Complaints); as well as other Committees on which Board members serve (i.e., Joint Police/Regional Facilities Steering Committee and the Community Safety and Well-Being Planning Advisory Committee).

Members of the Police Services Board also attend a wide variety of business functions and ceremonial events outside of Board and Committee meetings each year. In 2022, these events included meetings for the Canadian Association of Police Governance (CAPG) Board of Directors, Ontario Association of Police Services Boards (OAPSB) Board of Directors; OAPSB Zone 4; 'Big 12' Ontario Police Boards; meetings with local councils or provincial officials; collective bargaining and other meetings related to labour relations; Niagara Region Police Association functions; Senior Officers' Association functions; police award ceremonies; recruit/auxiliary members swearing-in ceremonies; canine graduation ceremonies; community events; and meetings with other community partners.

In addition, each year Board members attend annual seminars and conferences that run from 2 to 4 days in length and may require a time commitment of up to 10 hours each day. In 2022, members attended the Ontario Association of Police Services Boards - Spring Conference and Annual General Meeting, the Canadian Association of Police Governance - Annual Conference and General Meeting and the Ontario Association of Police Services Boards - Labour Conference.

Outlined below is the number of events and hours which individual Board members dedicated to Board business during 2022:

| | OFFICIAL | | UNOFFICIAL | | CEREMONIAL | | TOTAL | |
|--------------|-----------|---------------|------------|--------------|------------|-------------|------------|------------|
| | Events | Hours | Events | Hours | Events | Hours | Events | Hours |
| January | 5 | 4.75 | 3 | 5.5 | 0 | 0 | 8 | 10.25 |
| February | 8 | 6.25 | 0 | 0 | 0 | 0 | 8 | 6.25 |
| March | 14 | 34.75 | 0 | 0 | 0 | 0 | 14 | 34.75 |
| April | 6 | 13.5 | 1 | 1.5 | 0 | 0 | 7 | 15 |
| May | 8 | 22.75 | 1 | 2 | 3 | 6.5 | 12 | 31.25 |
| June | 4 | 3.75 | 0 | 0 | 5 | 8 | 9 | 11.75 |
| July | 6 | 6 | 0 | 0 | 2 | 9.5 | 8 | 15.5 |
| August | 3 | 4 | 0 | 0 | 0 | 0 | 3 | 4 |
| September | 8 | 25.5 | 2 | .5 | 4 | 14.5 | 14 | 40.5 |
| October | 5 | 7 | 1 | .25 | 1 | 4.5 | 7 | 11.75 |
| November | 9 | 21.75 | 2 | 4.5 | 2 | 3.5 | 13 | 29.75 |
| December | 5 | 4.75 | 1 | 2.5 | 2 | 1 | 8 | 8.25 |
| TOTAL | 81 | 154.75 | 11 | 16.75 | 19 | 47.5 | 111 | 219 |

**Official events refer to scheduled formal meetings that usually require agendas, minutes and when attendance by all Board members is anticipated. Unofficial events refer to scheduled meetings that do not necessarily require agendas and/or minutes and attendance by all members may or may not be anticipated. Ceremonial events refer to honorary/celebratory police and non-police events to which Board members voluntarily attend.*

Additional Workload for Board Chair:

Most meetings attended by the Board Chair are captured in the functions and events statistics listed within the report. The indicators tracked and reported on do not reflect the additional time the Chair of the Board spends dealing with emails, phone calls and meetings on matters related to the work of the Board outside of formal meetings. The Board Chair estimated that in 2022 an average of 10 hours per month was spent on emails, phone calls and media relations.

Recommendation:

That the information be received.

A handwritten signature in black ink, appearing to read "Deb Reid". The signature is fluid and cursive, with the first letter "D" being large and prominent.

Deb Reid
Executive Director



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Annual Report – Promotion of Service Members – January 1 to December 31, 2022

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2023-01-03

Recommendation(s)

That the Niagara Police Services Board receive this report for information.

Key Facts

- The purpose of this report is to ensure continued compliance with Board By-Law No. 187-2000 regarding the promotion of Service members, and in particular, the hiring of non-Service members of the Niagara Regional Police Service.
- A summary of Service policies which relate to the hiring and promotion of Service members is being provided for information.
- This report covers the period of January 1 to December 31, 2022.

Financial Considerations

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

Analysis

The Service continues to utilize valid and defensible hiring and promotion practices through the ongoing review of existing policies, the development of new policies and implementation of best industry practices, while also being cognizant of bargained Collective Agreement provisions.

During the 2022 calendar year, the Niagara Regional Police Service welcomed a total of 44 new hires to the Service. Of those, 18 were hired as recruit Constables, 3 were hired from other Police Services as currently serving Constables, and 23 were new Civilian permanent hires.

In total, 36 promotions occurred during the 2022 calendar year. Those promotions break down as follows:

Constable to Sergeant – 8
Sergeant to Staff Sergeant – 5
Staff Sergeant to Inspector – 5
Inspector to Superintendent – 1
Deputy Chief to Chief – 0
Civilian Promotions – 17

The following is a list of relevant policies and a brief summary as to the purpose of each. Each of these policies has been researched, subjected to regular review, and are reflective of any applicable Adequacy Standards and/or legislative requirements:

G.O. 002.08 – Constable Recruitment – This General Order establishes a fair, consistent, valid and defensible standard recruitment procedure by which the Service hires new police constables. This General Order is reviewed bi-annually to ensure it reflects changes made to the Constable Recruitment process from time to time.

G.O. 004.09 – Rank Reclassification - Constable – This General Order establishes the rank reclassification procedure for uniform members as they progress to the rank of First Class Constable.

G.O. 011.12 – Tuition Assistance Program – This General Order encourages members, through financial assistance, to further their professional development through the achievement of a higher level of formal education that will in turn benefit the Service and enhance their ability to be promoted.

G.O. 083.08 – Equal Opportunity – This General Order establishes, among other things, that decisions about employment will be made on the essential skills, capability, knowledge and experience required. Decisions about advancement will be based on an employee's performance in their current position, as well as essential skills, capability, knowledge and experience required, having regard for both short and long-term interests of the Service.

G.O. 105.12 – Uniform Promotion System – This General Order describes the Service's promotional system that is considered to be a fair and unbiased process to determine the best candidates for promotion based on several key factors including relevant experience, performance, reliability, education, and demonstrated ability to do the job.

G.O. 233.05 – Uniform Senior Officer Selection Process – This General Order establishes the procedure for hiring or promoting uniform members in the event that a Superintendent or Inspector position becomes available for staffing within the Service.

G.O. 189.14 – Uniform Posting Guidelines – This General Order provides for a fair and equitable system for assigning members to specialty units within the Service, and to identify the best Service member for vacant positions based on knowledge, skills and ability. This General Order is revised bi-annually, or sooner based on needs, in consultation with the NRPA.

G.O. 200.07 – Civilian Posting Guidelines – This General Order provides a process and guiding principles for the internal recruitment of permanent civilian positions. It demonstrates the Service's commitment to ensuring fairness and equity in its staffing processes and ensures that permanent civilian members have the first opportunity to be selected to fill vacant or new positions while at the same time ensuring that the best candidate is selected for each position. There is a Joint Career Development Committee which reviews the process for civilian postings on an ongoing basis.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

This report is being provided for information purposes.

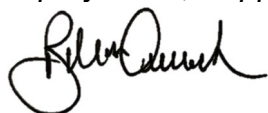
Relevant Policy Considerations

The aforementioned General Orders, together with the relevant Collective Agreement(s), guide the staffing and promotion process for the Service.

Other Pertinent Reports

8.5.2022.01.27 – Annual Report – Promotion of Service Members – January 1 to December 31, 2021

This report was prepared by Linda Blood, Manager, Human Resources, reviewed by Superintendent David Meade, Executive Services, and recommended by Bill Fordy, Deputy Chief, Support Services.



Submitted by:

Bryan MacCulloch, M.O.M. #5835
Chief of Police

Appendices

Not applicable.



Campus Security 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 THE BROCK UNIVERSITY CAMPUS SECURITY SERVICES

TO

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD

Board Report Number:

Date of Report: January 6, 2023

Date of Board Meeting: January 26, 2023

**Acting Chair Bill Steele
and Members of the
Regional Municipality of Niagara Police Services Board**

Reference: Quarterly Report on Brock University Special
Constables

Recommendation: Receive for Information

Background:

On January 29, 2004, in recognition of the ongoing formal relationship between the Regional Municipality of Niagara Police Services Board and Brock University, the Chair of the Board and the President of the University entered into an official protocol agreement.

In particular, the protocol addresses the requirement of the University to supply information to the Board on a quarterly basis pertaining to complaints, use of force, discipline and arrests associated to the officers designated as Special Constables (Article 27). Presently, Brock University has thirteen Special Constable positions across university properties. In compliance with this mandated accountability, the following information is provided for the Board's consideration:

COMPLAINTS

During the 4th quarter of 2022, there were no reports of inappropriate conduct, during the exercise of their official duties, alleged against any Special Constable or member of Campus Security Services.

USE OF FORCE

During the 4th quarter of 2022, the Special Constables and members did not require the need to utilize a use of force option.

DISCIPLINE

During the 4th quarter of 2022, there were no occurrences that resulted in discipline against any member of the Campus Security Services.

MONTHLY STATISTICS

Campus Security Services produces a statistical chart which captures our calls for service and crime stats. The types of calls and the number of them change considerably depending on the timing within the school year. Attached are the statistics for the 4th quarter of 2022 (October, November, and December). The statistical chart also displays the same quarter in year 2021 for comparative purposes. In 2021, the University was in the midst of the Pandemic. In 2022, these statistics represent a full return of most students, staff and faculty of the Brock community.

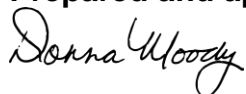
| | |
|---|---|
| <u>Relevant Policy Considerations:</u> | Protocol agreement between the Niagara Regional Police Service and Brock University |
|---|---|

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

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

| | |
|---|--|
| <u>Reasons for Recommendation:</u> | Compliance with quarterly reporting requirements of Board and University protocol agreement. |
|---|--|

Prepared and approved by:



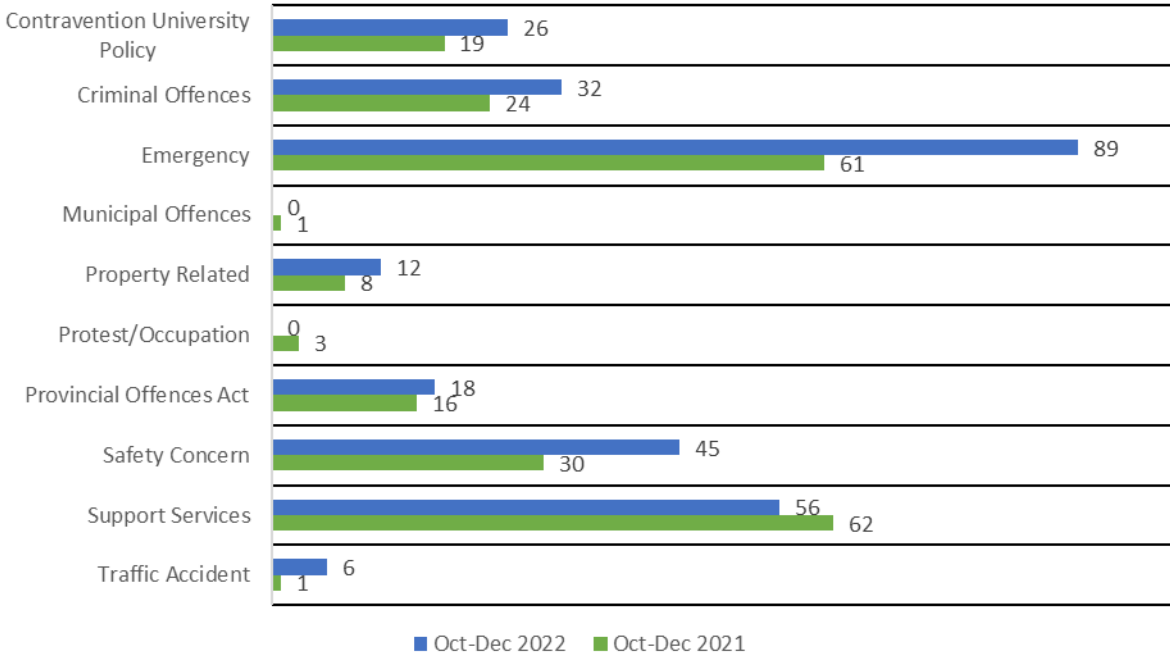
**Donna Moody, Director
Campus Security Services
Brock University**

Respectfully submitted by:

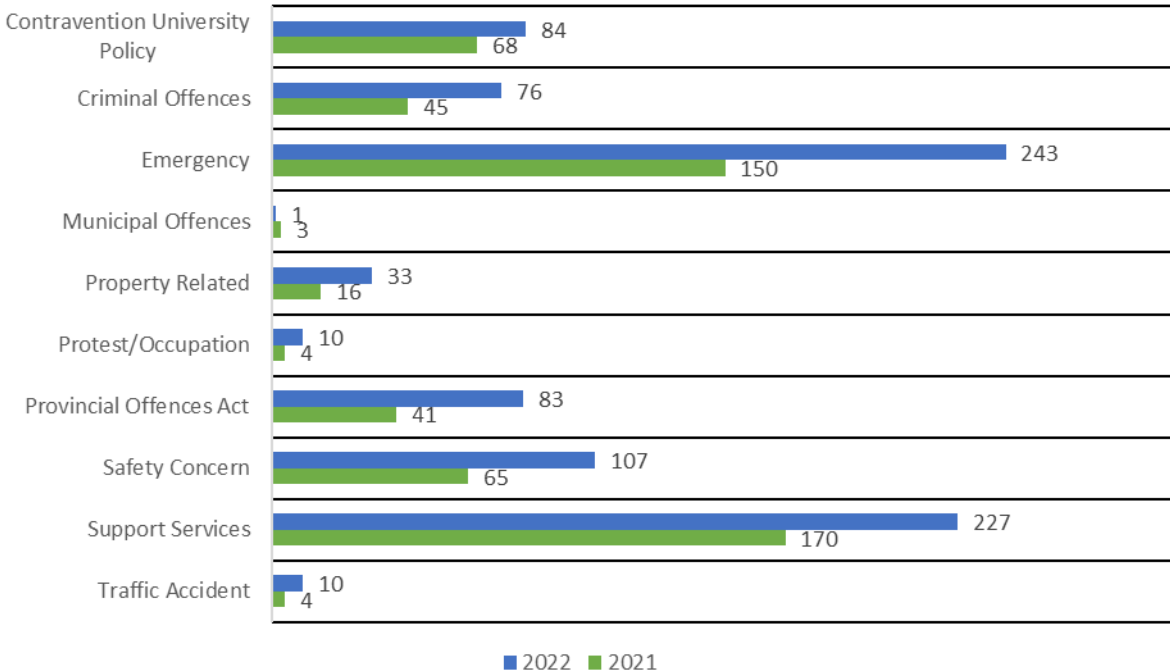


**Ken Chan, Vice-President
Administration
Brock University**

Brock University Campus Security Services 4th Quarter Report October - December 2021 vs 2022



Brock University Campus Security Services January - December 2021 vs 2022





NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: Quarterly Report – NRPS Authorized Strength as at January 1, 2023

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2023-01-05

Recommendation(s)

That the Niagara Police Services 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 report is for the quarterly period beginning January 1, 2023.
- The Service Executive Leadership Team is provided an authorized strength analysis on a monthly basis.

Financial Considerations

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

Analysis

In 2015, following a comprehensive staffing and workload review, the Niagara Police Services 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 for the period beginning January 1, 2023, is in the chart below:

| | Authorized | Actual |
|---------------------------------------|-------------|-------------|
| Chief of Police | 1 | 1 |
| Deputy Chiefs | 2 | 2 |
| Superintendents | 5 | 6 |
| Inspectors | 14 | 16 |
| Staff Sergeants | 30 | 31 |
| Sergeants | 109 | 107 |
| Constables | 607 | 596 |
| Prehires/Recruit Officers in Training | 13 | 11 |
| Uniform Total* | 781 | 770 |
| | | |
| Civilian SOA Band 11 | 1 | 1 |
| Civilian SOA Band 10 | 0 | 0 |
| Civilian SOA Band 9 | 1 | 0 |
| Civilian SOA Band 8 | 6 | 6 |
| Civilian SOA Band 7 | 3 | 1 |
| Civilian SOA Band 6 | 3 | 3 |
| Civilian SOA Band 5 | 0 | 0 |
| Civilian SOA Band 4 | 0 | 0 |
| Civilian SOA Band 3 | 0 | 0 |
| Civilian SOA Band 2 | 1 | 1 |
| Civilian SOA Band 1 | 4 | 5 |
| Civilian NRPA Band 11 | 20 | 20 |
| Civilian NRPA Band 10 | 127 | 126 |
| Civilian NRPA Band 9 | 21 | 20 |
| Civilian NRPA Band 8 | 17 | 17 |
| Civilian NRPA Band 7 | 28 | 26 |
| Civilian NRPA Band 6 | 49 | 45 |
| Civilian NRPA Band 5 | 27 | 25 |
| Civilian NRPA Band 4 | 17 | 17 |
| Civilian NRPA Band 3 | 2 | 2 |
| Civilian NRPA Band 2 | 0 | 0 |
| Civilian NRPA Band 1 | 0 | 0 |
| Civilian Total | 327 | 315 |
| | | |
| Service Total | 1108 | 1085 |

*11 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

Police Services Act.

Other Pertinent Reports

8.4.2022.11.18 – Quarterly Report – NRPS Authorized Strength as at October 1, 2022

This report was prepared by Cheryl Pathe, EIS Coordinator, reviewed by Linda Blood, Manager, Human Resources and David Meade, Superintendent, Executive Services. Recommended by Bill Fordy, Deputy Chief, Support Services.



Submitted by:

Bryan MacCulloch, M.O.M. #5835
Chief of Police

Appendices

Not applicable.

Dawn Cichocki

From: Holly Doty <oapsb@oapsb.ca>
Sent: January 21, 2023 11:55 AM
To: Lisa Darling; Holly Doty; Jennifer Williams
Subject: Response Request from all OAPSB Boards - Bail Reform (response requested no later than February 23, 2023)
Attachments: OAPSB Letter.pdf; Toronto Police Services Board Letter.pdf

ATTENTION: This email originated from a sender outside of the NRPS. Please avoid clicking links or opening attachments from external senders unless you are certain it is safe to do so. BE CAREFUL - If you are unsure, please contact the Service Desk.



Bail Reform: Share Your Thoughts



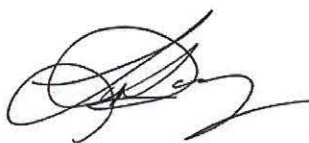
As most of you are aware, the 13 Premiers of the Provinces and Territories in Canada sent a letter to the Prime Minister requesting bail reform. We have included a news release, a letter sent from the OAPSB, and a letter sent from the Toronto Police Services for your awareness

(attached). As your association, we are asking you to please provide comment on the issue of bail reform. We have created a survey where you can indicate whether you support this request and provide any comments that you wish to make on this issue.

Due to the current discussions taking place, this request is **very time sensitive**. We are asking that you submit your comments to us **as soon as possible** to assist with our participation as your representative on this topic.

However, we understand that some people may need more time to provide us with your thoughts. We will leave the survey open until **February 23rd, 2023** for additional comments.

Thank you for your prompt attention to this matter.



Lisa Darling
Executive Director

The Face and Voice of Police Governance in Ontario

Ontario Association of Police Services Boards
PO Box 43058
London RPO Highland Ontario N6J 0A7

[Unsubscribe](#)

Ontario Association of Police Services Boards
180 Simcoe St, London, ON N6B 1H9
oapsb@oapsb.ca
1-800-831-7727

June 7, 2022,

The Honourable David Lametti
Minister of Justice and Attorney General of Canada
6023 Monk Blvd. Montréal, Quebec
H4E 3H5

The Honourable Marco Mendicino
Minister of Public Safety
Confederation Building, Suite 203
House of Commons Ottawa, Ontario
K1A 0A6

Dear Minister Lametti and Minister Mendicino:

RE: SUPPORT FOR REQUESTS BY TORONTO POLICE SERVICES BOARD RELATED TO FEDERAL BAIL REFORM

“The need for evidence-based bail reform”

Please accept this letter as formal endorsement by the Ontario Association of Police Services Boards, for the legislative proposals for bail reform advanced to you by the Toronto Police Services Board on May 25, 2022.

The requested legislative changes communicated to you by Toronto Police Services Board Chair Jim Hart and Executive Director Ryan Teschner are both thoughtful and measured. The comprehensive report provided to them by Chief of Police, James Ramer, outlined the significant collaborative initiatives within the city designed to prevent gun violence through proactive interventions and improved investigative outcomes. It also acknowledged the small portion of the population where proactive and early intervention strategies have proven to be unsuccessful in deterring their engagement in violent gun crimes. It is in response to this high-risk segment of the population that the Toronto Police Services Board seeks changes to federal legislation that would;

- Require that Bail Hearings for the most serious firearm offences be heard by a judge of the Ontario Court or Superior Court, clearly conveying Parliament’s view of the seriousness of these offences (and their impact on the public) as well as reflecting the views and concerns of the public about these incidents
- Add an additional route to First Degree Murder under Section 231 of the *Criminal Code*, by including death resulting from the discharge of a firearm in a congregate setting; this would act as a strong deterrent, clearly express society’s disapprobation of such conduct and help

- maintain public confidence in the justice system; and
- Increase parole ineligibility to 2/3 of an individual's custodial sentence, for any offence where the court finds that the offender discharged a firearm in a congregate setting (including those who are found to be parties to such offences).

We recognize that the complexities of the issues impacting community safety and wellbeing require a collaborative multi-sector commitment to be successful. This is no exception. Emergency services, community services, health services, local councils, provincial governments and the federal government need to recognize the crucial role each plays in the collective effort to make each of our communities safe.

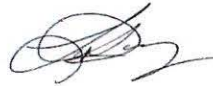
Toronto Police Services Board is asking for this reform, because the tools currently available to the police and their partner agencies have been in-effective at preventing tragic events within the city. We applaud the Toronto Police Services Board and the Toronto Police Service for their leadership on this issue. This issue is not isolated to the City of Toronto, it impacts all communities.

As the leading voice for police governance in Ontario, we encourage you to prioritize the Toronto Police Services Boards proposed legislated changes related to Federal Bail Reform.

Yours truly,



Patrick Weaver
Chair, OAPSB



Lisa Darling
Executive Director, OAPSB

cc:

Deputy Minister Di Tommaso
Jamie McGarvey, President Association Municipalities Ontario (AMO)
Chief Nishan Duraiappah, President Ontario Association Chiefs of Police (OACP)
Jim Hart, Chair, Toronto Police Services Board
Ryan Teschner, Executive Director and Chief of Staff, Toronto Police Services Board
Bill Clancy, Executive Director, Durham Regional Police Services Board
Jennifer Malloy, Executive Director, Canadian Association of Police Governance (CAPG)
Board of Directors & Members Ontario Association of Police Service Boards (OAPSB)



Jim Hart

Chair

416.808.8080 | Jim.Hart@tpsb.ca

Ryan Teschner

Executive Director and Chief of Staff

416.808.8081 | Ryan.Teschner@tpsb.ca

October 18, 2022

DELIVERED VIA EMAIL

The Honourable David Lametti
Minister of Justice and Attorney General of Canada
Department of Justice Canada
284 Wellington Street
Ottawa, Ontario
K1A 0H8

Dear Minister Lametti:

I am writing as a follow-up to correspondence we sent to you and Minister Mendicino, Minister of Public Safety for Canada, in May of this year, regarding a number of bail reform proposals approved by the Toronto Police Services Board ("the Board"), and requesting your cooperation with respect to a number of related legislative proposals as outlined in the letter. We attach the original correspondence below.

As we noted in that letter, at its meeting of May 2, 2022, the Board approved a report from Toronto Chief of Police James Ramer entitled "Opportunities for Bail and Related Reforms to Enhance Community Safety." This comprehensive report provided the Board with a background of the current bail process, current and new Toronto Police Service ("the Service") initiatives to address gun violence, and provided information to raise the Board's awareness of opportunities to advance bail reform and other legislative change in an effort to enhance community safety in the City of Toronto – and, in fact, across Canada.

TORONTO POLICE SERVICES BOARD

40 College Street Toronto, Ontario M5G 2J3 | Phone: 416.808.8080 Fax: 416.808.8082 | www.tpsb.ca

As you know, we have received a response from Minister Mendicino, outlining a number of measures the Government of Canada is taking in relation to gun violence, and welcoming “continued collaboration and engagement with the municipalities, Provinces and Territories on how we can collectively work together to reduce gun violence in our communities, including tackling the root causes.” The complete letter is attached for your information. Minister Mendicino’s response also notes that your Ministry is seized with some of the legislative reform issues identified by the Board. As we have not yet received your response, we are following up on an issue that we are sure you agree is of significant importance and considerable urgency.

As you know, Toronto, along with cities and communities across Ontario and the country, continue to deal with a concerning number of incidents of gun and gang violence, often involving individuals who are out on bail when they commit these crimes. In addition, the number of recent incidents involving officers tragically killed in the line of duty is of tremendous concern, both to the policing community, and to communities generally. It is incumbent upon all of us to take all possible steps to reduce the gun violence we are currently seeing. This requires a proactive, immediate, comprehensive and collaborative approach.

We note that our proposals for legislative reform have received significant support from both the Ontario Association of Chiefs of Police (OACP), and the Ontario Association of Police Services Boards (OAPSB). We attach each of these organization’s letters of endorsement for you.

Chief Duraiappah, Chief of Police, Peel Regional Police and the President, OACP, stated that the OACP “supports the legislative proposals for bail reform advocated” by our Board. He further noted that “[a]s Ontario’s police leaders, our members are committed to ensuring a fair and effective justice system. We are committed to working with our government and justice partners to address issues that impact the safety and well-being of all Ontarians, and we appreciate the important role played by government decision-makers at all levels in accomplishing this important goal.”

Additionally, on behalf of the OAPSB, Patrick Weaver, Chair, and Lisa Darling, Executive Director, formally endorsed the legislative proposals for bail reform advanced to you by our Board, calling them “thoughtful and measured.”

With the endorsement of both the OACP and OAPSB, our Board’s proposals for bail reform have now received the support of Ontario’s police chiefs and the organization representing all police services boards in Ontario.

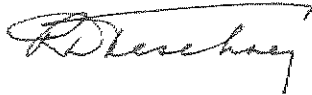
At this time, we are, once again, requesting that you review the three proposals for legislative reform contained in the report of Chief Ramer, appended to our original letter, and engage with us to explore the Government of Canada's ability to move these proposals forward. We are eager to hear from you as to what the next steps may be. We know that Chief Ramer, along with his Office, is also ready to assist in any way required to advance these proposals.

We look forward to collaborating with you with respect to these important initiatives, geared toward enhancing safety in our communities.

Sincerely,



Jim Hart
Chair



Ryan Teschner
Executive Director and Chief of Staff

cc: Chief Nishan Duraipppah, President, Ontario Association Chiefs of Police
Jeff McGuire, Executive Director, Ontario Association Chiefs of Police
Patrick Weaver, Chair, Ontario Association of Police Service Boards
Lisa Darling, Executive Director, Ontario Association of Police Service Boards
Jon Reid, President, Toronto Police Association
Andrew Cernowski, President, Toronto Police Senior Officers' Organization



INTERNAL CORRESPONDENCE

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

Date: January 5, 2023

Re: Police Services Board By-law Revision – Use of Force

Purpose:

The purpose of this report is to provide the Board with revisions to the Use of Force By-law 346-2014 as required for compliance with Ontario Regulation 532/22 made under the *Police Services Act* amending the *Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926)*.

Background Information and Discussion:

On November 28, 2022, the Ministry of the Solicitor General announced amendments to the Use of Force reporting requirements. Those amendments were finalized on December 16, 2022 and implemented on January 1, 2023. The amendments refer to submission requirements related to conducted energy weapons, exceptions to reporting, team reporting, annual review of Use of Force procedures and training, and publication of annual reports. The amended regulation is available at the following link: <https://www.ontario.ca/laws/regulation/900926>

To ensure compliance with legislative requirements, the Board's By-law respecting Use of Force has been updated to reflect the new reporting requirements. These are outlined below and highlighted in yellow on the attached revised by-law:

- Article 1.5 – add reference to Ontario Regulation 532/22;
- Articles 2.5 and 4.1.1 – change name from Ministry of Community Safety and Correctional Services to Ministry of the Solicitor General;
- Article 4.2.1 – update to reference compliance with Sections 14.5, 14.6, 14.7 and 14.8 of Ontario Regulation 532/22 made under the *Police Services Act* amending the *Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926)*;
- Article 5.2 (b) – update reference to reporting timeframes as outlined in Section 14.8(1), (2), and (3) of Ontario Regulation 532/22 made under the *Police Services Act* amending the *Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926)*;
- Article 5.2 (c) – updated to remove reference to an article number that no longer exists; and
- Article 5.2.2 – add section for the publication of annual reports.

The revised by-law has been reviewed and discussed with Chief Bryan MacCulloch, Service staff, and the Board's Solicitor, Woody McKaig, and is now presented to the Board for final approval.

Recommendation:

That the Board adopt the revisions to the By-law as appended to the report and authorize the Board Chair and Executive Director to execute the required documentation.

A handwritten signature in black ink, appearing to read 'Deb Reid'.

Deb Reid
Executive Director

Encl.



**BY-LAW NO. – 346-2014
(2nd REVISION)**

**A BY-LAW RESPECTING
USE OF FORCE
(AI-012)**

1. PREAMBLE

- 1.1 WHEREAS subsection 31(1) of the *Police Services Act* provides that a Board is responsible for the provision of police services and for law enforcement and crime prevention in the municipality and shall:
- b. generally determine after consultation with the Chief of Police, objectives and priorities with respect to the police service in the municipality;
 - c. establish priorities for the effective management of the police service; and
 - e. direct the Chief of Police and monitor his or her performance;
- 1.2 AND whereas subsection 31(6) of the *Police Services Act* provides that the Board may, by by-law, make rules for the effective management of the police service;
- 1.3 AND whereas the *Criminal Code of Canada*, other legislation and case law address the use of force by police and other authorized persons;
- 1.4 AND whereas the *Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926)*, under the *Police Services Act*, sets out requirements in relation to the use of force, including use of approved weapons, training, reporting as well as use/technical specifications for handguns;
- 1.5 AND whereas Ontario Regulation 532/22 made under the *Police Services Act* amends the *Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926)*;
- 1.6 AND whereas the Board is responsible for providing adequate equipment for the Service pursuant to section 38 of the *Police Services Act*;
- 1.7 AND whereas Part AI-012 of the Policing Standards Manual (2000), a copy of which is attached hereto as Appendix A, contains guidelines directing the Board, the Chief and Members relative to the use of force.

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

2 DEFINITIONS

- 2.1 “Act” means *Police Services Act*, R.S.O. 1990, c.P.15, as amended;
- 2.2 “Board” means the Regional Municipality of Niagara Police Services 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 “Service” means the Niagara Regional Police Service.

3 BOARD POLICY

- 3.1 The Board recognizes that issues involving the use of force are an important part of policing, and it is therefore the policy of this Board that issues involving use of force be dealt with in a professional and thorough manner in accordance with the procedures established by the Chief as directed in this By-law.

4 DIRECTION TO THE CHIEF

4.1 USE OF FORCE OPTIONS

- 4.1.1 The Chief of Police shall ensure that Members use approved use of force options as set out in the Regulations, the **Ministry of the Solicitor General** Guidelines and the Ontario Use of Force Model, as amended from time to time.
- 4.1.2 The Chief shall establish written procedures on use of force that address the reasonable use of weapons of opportunity by police officers when none of the approved options are available or appropriate to defend themselves or members of the public.
- 4.1.3 The Chief shall ensure the ongoing review and evaluation of local use of force procedures, training and reporting.

4.2 DOCUMENTARY PROCEDURES

- 4.2.1 The Chief shall establish written procedures to ensure **compliance with Sections 14.5, 14.6, 14.7 and 14.8 of Ontario Regulation 532/22 made under the *Police Services Act* amending the *Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926)*.**
- 4.2.2 The written procedures referenced above shall be in accordance with the use of force reporting guidelines described in Appendix A.

4.3 MEMBERSHIP AND TRAINING

- 4.3.1 The Chief shall ensure that all Members receive adequate training, in accordance with Appendix A, in respect of the use of force and related equipment provided by the Board including but not limited to officer safety, communication, physical

control, handcuffing, impact weapons, aerosol weapons, conducted energy weapons and firearms.

- 4.3.2 The Chief shall ensure that all Members who may reasonably be required to use force on a person, receive appropriate training, refresher training and requalification (which are collectively called “required training” in this by-law) in respect of all aspects of use of force and such required training shall, as a minimum, meet the standards set by the Ministry.
- 4.3.3 The Chief shall maintain training records on the use of force and the use of firearms in respect of each Member, which records shall be maintained in each Member’s personnel file and shall contain at least the following information:
- (a) the date, nature and success of required training undertaken by the Member;
 - (b) the date or dates before which Members are to complete required training;
 - (c) a copy of written notification given to Members who have failed to complete any aspect of required training within the required time; and
 - (d) where requalification is required, a document signed by the qualified trainer that the officer has demonstrated safety and proficiency required to continue to use the specific use of force option which is the subject of the training.
- 4.3.4 The Chief shall give written notice to Members who have not successfully completed required training within required times, and shall ensure that such Member, if practicable, completes such training forthwith.
- 4.3.5 The Chief shall ensure that no Member is deployed to any position, which may reasonably require the Member to use force on another person until that Member fulfills the appropriate training requirements.

4.4 *DISCHARGE OF FIREARMS*

- 4.4.1 The Chief shall ensure that all reports on investigations of death or injury resulting from the discharge of a firearm made pursuant to section 13(1) of Regulation 926 are submitted to the Board within thirty (30) days of such incident occurring.
- 4.4.2 The Chief shall immediately cause an investigation and file a report to the Board where a member, by the discharge of a firearm in the performance of his or her duty, kills or injures another person.
- 4.4.3 The Chief shall ensure that all instances of the Chief’s discharge of a firearm in the course of his/her duties shall be reported back to the Board pursuant to section 13(6) of Regulation 926 within thirty (30) days of such incident occurring.
- 4.4.4 The Board, upon receiving a report on the investigation into an injury or death caused by the discharge of a Member’s firearm, will:
- (a) review the report and make further inquiries as necessary; and
 - (b) file a copy with the Solicitor General, including any additional inquiries of the Board.
- 4.4.5 The Board, upon being notified that the Chief of Police has discharged a firearm in the performance of his/her duty, will cause an investigation into the circumstances and file a report on the investigation with the Solicitor General.

4.5 *SPECIAL INVESTIGATIONS UNIT*

4.5.1 The Chief shall develop and maintain a policy to ensure that incidents of serious injury or death are reported as required to the Special Investigations Unit, which procedure shall include:

- (a) The appointment of a Member from time to time to act as liaison between the Service and the Special Investigations Unit; and
- (b) Service requirements for making reports to the Special Investigations Unit, including the time for making the report, the contents of the report and procedures for regular follow-up, if applicable.

4.6 *AUXILIARY MEMBERS*

4.6.1 The Chief shall develop a policy respecting the issuance of firearms to auxiliary Members in accordance with section 11(1) of Regulation 926 to the *Police Services Act*.

4.7 *DISPOSITION OF REVOLVERS*

4.7.1 Prior to the disposition of any revolver permitted for use by Regulation 926 prior to February 3, 1994, the Chief shall make a written report to the Board:

- (a) as to the circumstances of the proposed disposition;
- (b) as to whether or not, in the opinion of the Chief, the revolver is of historical or educational value; and
- (c) whether or not the Ministry has approved the disposition as required by the Regulation.

4.8 *CRITICAL INCIDENT TRAUMA AFTERCARE*

4.8.1 The Chief shall ensure that, whenever possible, a response strategy/protocol be developed in cooperation with emergency medical service personnel to address post-deployment medical attention for individuals subjected to activation of a conducted energy weapon.

4.8.2 The Chief shall ensure that satisfactory critical incident trauma aftercare arrangements are made for Members, including medical and counseling services.

4.9 *EQUIPMENT*

4.9.1 The Chief shall ensure that Members do not use a weapon other than a firearm, with the exception of those used on another member in the course of a training exercise in accordance with procedures, unless:

- (a) that type of weapon has been approved for use by the Solicitor General;
- (b) the weapon conforms to technical standards established by the Solicitor General; and
- (c) the weapon is used in accordance with standards established by the Solicitor General.

4.9.2 The Chief shall ensure that every police officer is issued and carries a handgun that meets the technical specifications set out in the *Equipment and Use of Force Regulation 926*.

- 4.9.3 The Chief shall be authorized to issue a conducted energy weapon to police officers who are:
- (a) front-line officers and supervisors;
 - (b) members of tactical/hostage rescue teams;
 - (c) members of preliminary perimeter control and containment teams; and
 - (d) other classes of officers as deemed appropriate.
- 4.9.4 The Chief shall ensure that every police officer is issued oleoresin capsicum aerosol spray and a baton.
- 4.9.5 The Chief shall report to the Board annually on or before August 30th of each year, confirming that all old equipment was turned in to the Service, and on the disposition of such equipment.
- 4.9.6 The Chief shall ensure,
- (a) that accurate records are maintained disclosing all equipment issued to each Member;
 - (b) that old equipment is relinquished to the Service when no longer used by the Member; and
 - (c) that a written procedure is implemented for the disposition of old equipment no longer used by the Members.

5 REPORT TO THE BOARD

5.1 REPORTING REQUIREMENTS - EXCEPTION BASED REPORTING

The Chief shall make a written report to the Board immediately following any incidents involving the discharge of a firearm:

- a. when a Member of the police service, unintentionally discharges a firearm during the ordinary firearm maintenance in accordance with the rules of the police service;
- b. there has been property damage;
- c. there has been a personal injury or death;
- d. the procedures with respect to firearms safety were not followed;
- e. in any other circumstance where, in the opinion of the Chief, there is significant issue or potential liability to the Board or the Service.

5.2 ANNUAL REPORTING REQUIREMENTS

The Chief shall develop for the Board's review an annual study on the use of force/training issues, which report shall disclose the following information and be made available to the community:

- (a) use of force trends, and the Service response to such trends, as disclosed by the procedures referred to in 4.2.1 above, and in accordance with Appendix A;
- (b) all matters which in Part B of the Use of Force report that were retained for more than the required timeframes outlined in Section 14.8(1), (2), and (3) of Ontario Regulation 532/22 made under the Police Services Act amending the Equipment and Use of Force Regulation (R.R.O. 1990, Reg. 926);

- (c) all matters which in Part B of the use of force report was retained for more than thirty (30) days, the reasons therefore, and the action taken in respect of Members in connection with the retained report;
- (d) in respect of training, whether use of force training meets or exceeds Ministry standards, as amended from time to time;
- (e) in respect of training, the number of Members who did not successfully complete the required training, the reasons for not so doing and the remedial action taken;
- (f) a summary of all reports made pursuant to 4.4.1 and 4.4.2 regarding the discharge of firearms;
- (g) a summary of Service policy, reports and follow-ups in accordance with 4.6 above;
- (h) a summary of the disposition of revolvers made pursuant to 4.7 above;
- (i) the nature of critical incident trauma aftercare available pursuant to 4.8 above and the number of Members using the aftercare arrangements;
- (j) Service compliance with equipment standards of the Ministry as amended from time to time;
- (k) a summary of Service policy regarding disposition of old equipment, and comment on Service compliance with that policy;
- (l) anticipated changes in the cost of any of the above matters to be considered in the budget for the ensuing year, which information shall also be included in the training program budget submitted to the Board.

5.2.1 The Chief shall ensure that no Board report filed pursuant to 5.2 above contains any personal information, including name, of any individual Member.

5.2.2 The Board shall publish the Annual Report on the Police Service website.

6 IMPLEMENTATION

6.1 By-law Nos. 171-1997, 271-2005, 286-2009, and 299-2010, 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.

6.2 This By-law shall come into force upon the date of its passage.

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

ENACTED AND PASSED this 26th day of January, 2023.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD

Chairperson _____

Executive Director _____

Legislative/Regulatory Requirements

The *Criminal Code*, other legislation and case law address the use of force by police and other authorized persons.

The *Equipment and Use of Force Regulation* (R.R.O. 1990, Reg. 926), under the *Police Services Act*, sets out requirements in relation to the use of force including use of approved weapons, training and reporting, as well as use/technical specifications for handguns.

Sample Board Policy

Board Policy # _____

It is the policy of the _____ Police Services Board with respect to use of force that:

- a) this Board, upon receiving a report on the investigation into an injury or death caused by the discharge of a member's firearm, will:
 - i) review the report and make further inquiries as necessary; and
 - ii) file a copy with the Solicitor General, including any additional inquiries of the Board;
- b) this Board, upon being notified that the Chief of Police has discharged a firearm in the performance of his/her duty, will cause an investigation into the circumstances and file a report on the investigation with the Solicitor General;
- c) the Chief of Police will:
 - i) ensure that members do not use a weapon other than a firearm, with the exception of those used on another member in the course of a training exercise in accordance with procedures, unless:
 - that type of weapon has been approved for use by the Solicitor General;
 - the weapon conforms to technical standards established by the Solicitor General; and
 - the weapon is used in accordance with standards established by the Solicitor General;
 - ii) ensure that, at minimum, police officers are:
 - issued a handgun that meets the technical specifications set out in the *Equipment and Use of Force Regulation*;
 - issued oleoresin capsicum aerosol spray;
 - issued a baton; and
 - trained in officer safety, communication, handcuffing and physical control techniques;
 - iii) be authorized to issue a conducted energy weapon to police officers who are:
 - front line supervisors;
 - members of tactical/hostage rescue teams;
 - members of preliminary perimeter control and containment teams; and
 - _____ (other classes of officers deemed appropriate, in consultation with the Chief of Police)

- iv) ensure that members do not:
 - use force on another person unless they have successfully completed a training course on the use of force;
 - carry a firearm unless they have successfully completed a training course on the use of firearms, and are competent in the use of the firearm;
- v) ensure that, subject to section 14.3 (2) of the *Equipment and Use of Force Regulation*, at least once every 12 months, members:
 - who may be required to use force on other persons receive a training course on the use of force; and
 - authorized to carry a firearm, receive a training course on the use of firearms;
- vi) permit the use of reasonable weapons of opportunity by police officers, when none of the approved options is available or appropriate to defend themselves or members of the public;
- v) establish procedures consistent with the requirements of the *Equipment and Use of Force Regulation*;
- vi) immediately cause an investigation to be made where a member unintentionally or intentionally discharges his or her firearm, except on a target range or in the course of weapon maintenance;
- vii) immediately cause an investigation and file a report to this Board where a member, by the discharge of a firearm in the performance of his or her duty, kills or injures another person;
- viii) where the Chief discharges a firearm in the performance of the Chief's duties, promptly report the matter to this Board;
- ix) ensure that a written record is maintained of the training courses taken by the members of the police service on the use of force and the use of firearms;
- x) ensure the reporting of the use of force by members in accordance with the *Equipment and Use of Force Regulation*;
- xi) ensure the ongoing review and evaluation of local use of force procedures, training and reporting; and
- xii) provide a copy of the police service's annual use of force study to this Board for review, and ensure the availability of the study to the community.

Police Service Guidelines

General

1. Every Chief of Police shall ensure that members do not use a weapon other than a firearm, with the exception of those used on another member in the course of a training exercise in accordance with procedures, unless:
 - a) that type of weapon has been approved for use by the Solicitor General;
 - b) the weapon conforms to technical standards established by the Solicitor General; and
 - c) the weapon is used in accordance with standards established by the Solicitor General.
2. Every Chief of Police should ensure that, at minimum, police officers are:
 - a) issued a handgun;
 - b) issued oleoresin capsicum aerosol spray;

- c) issued a baton; and
 - d) trained in officer safety, communication and physical control techniques.
3. Every Chief of Police shall ensure that members do not:
- a) use force on another person unless the member has successfully completed a training course on the use of force, including training on the following matters:
 - i) legal requirements;
 - ii) the exercise of judgement;
 - iii) safety;
 - iv) theories relating to the use of force; and
 - v) practical proficiencies; and
 - b) carry a firearm unless, during the 12 previous months, they have successfully completed a training course on the use of firearms and are competent in the use of the firearm, subject to section 14.2 (3) of the *Equipment and Use of Force Regulation*.
4. Every Chief of Police shall ensure that, subject to section 14.3 (2) of the *Equipment and Use of Force Regulation*, at least once every 12 months, members:
- a) who may be required to use force on other persons receive a training course on the use of force; and
 - b) authorized to carry a firearm, receive a training course on the use of firearms.
5. Every Chief of Police should ensure that training on the use of force is:
- a) in the context of the Use of Force Model currently used in Ontario;
 - b) consistent with the Ministry's approved Use of Force options that include:
 - i) officer presence;
 - ii) communication;
 - iii) physical control:
 - empty hand techniques;
 - iv) intermediate weapons:
 - impact weapons;
 - conducted energy weapons, as applicable;
 - aerosol weapons; and
 - v) lethal force:
 - firearms; and
 - c) conducted by a Use of Force Trainer, certified by the Ministry.
6. Every police service's procedures on use of force:
- a) shall address the reasonable use of weapons of opportunity by police officers, when none of the approved options is available or appropriate to defend themselves or members of the public;
 - b) shall address the issuance of a firearm to an auxiliary member as set out in the *Equipment and Use of Force Regulation*;
 - c) should set out Special Investigations Unit (SIU) liaison policies and practices;

- d) should require that any potential use of force situation where a subject appears to be in a state of “excited delirium” be treated as a medical emergency;
- e) should require, if possible, a response strategy be developed in cooperation with emergency medical service personnel to address situations in 6 d); and
- f) should require that if an injury to a member of the public is claimed or observed, the injury be documented;
- g) should ensure arrangements for critical incident trauma aftercare for members.

**Officer
Safety**

7. Every Chief of Police should ensure that annual refresher* training on officer safety:
- a) is integrated into other appropriate use of force options; and
 - b) covers a review of the topics set out in Appendix A: *Ontario Police College Guideline* section 2 (c).

Communication

8. Every Chief of Police should ensure that annual refresher* training on communication covers a review of the topics set out in Appendix A: *Ontario Police College Guideline* section 3(b).

Physical Control

9. Every Chief of Police should ensure that annual refresher* training on empty hand techniques includes a minimum of 2 hours of training and covers a review of the topics set out in Appendix A: *Ontario Police College Guideline* section 4.

**Intermediate
Weapons**

10. Every police service’s procedures on impact weapons should require that:
- a) batons are the only impact weapon permitted for use when dealing directly with the public;
 - b) officers are not issued with, or trained in the use of, impact devices commonly known as ‘saps’ or ‘blackjacks’; and
 - c) batons have the following features:
 - i) the capability of being used defensively;
 - ii) they must be rigid at all times, including when expanded;
 - iii) they must be straight, handled, or expandable design; and
 - iv) minimum length (when expanded) of 16 inches.
11. Every Chief of Police should ensure that the annual re-qualification** training on the use of a baton includes a minimum of 1 hour of training and requires officers to demonstrate competency in the following skills and knowledge to the satisfaction of the Use of Force Trainer certified by the Ministry:
- a) use context;
 - b) stances;
 - c) control techniques;
 - d) blocks/strikes; and
 - e) baton retention techniques.

**Aerosol
Weapons**

12. Every police service’s procedures on aerosol weapons shall require that:
- a) aerosol weapons are not used if the active ingredient is a gas or chemical; and

- b) the use of a substance commonly known as tear gas is not applied intentionally in a concentrated form directly to a person.
13. Every police service's procedures on aerosol weapons should:
- a) address the use of aerosol weapons as a legitimate force option, only when alternatives reasonably present a risk of injury to a subject or police officers;
 - b) require that canisters for aerosol weapons:
 - i) be issued to individual officers who are responsible for the canister;
 - ii) be identified by an individual serial number either engraved or stamped on the can, or through numbered adhesives;
 - iii) carried by uniformed officers, be in a secure holder that can be securely fastened to the duty belt to prevent accidental loss; and
 - iv) be equipped with a safety device, which may be part of the canister or may be integrated into the design of the holster, to prevent unintentional discharge;
 - c) require that the active ingredient of aerosol weapons is oleoresin capsicum (5%-10%);
 - d) require that aerosol weapons, where the active ingredient is oleoresin capsicum products blended with tear gas (CS-CN), not be permitted for use;
 - e) require that the propellant for aerosol weapons:
 - i) be provided by the manufacturer;
 - ii) be non-flammable; and
 - iii) not be chlorofluorocarbon (CFCs), such as Freon 113, as prohibited by the *Montreal Protocol on Substances that Deplete the Ozone Layer*;
 - f) require that the shelf life of aerosol weapons is as recommended by the manufacturer, but no longer than 2 years;
 - g) require that aerosol weapons be replaced as recommended by the manufacturer, but no less than every 2 years; and
 - h) require that all reasonable efforts be taken to decontaminate sprayed individuals at the earliest safe or practicable opportunity, including the consideration of aerosol water mist decontamination devices.
14. Every Chief of Police should ensure that the annual refresher* on aerosol weapons includes a minimum of 1 hour of training that:
- a) covers a review of the following issues:
 - i) technical data on the product, including active ingredients and propellant;
 - ii) the effects of being sprayed;
 - iii) use of force legislation including the *Criminal Code*, *Police Services Act*, *Provincial Offences Act*, and case law; and
 - iv) local police service policies and procedures and case studies of recent use; and
 - b) ensures competence is demonstrated in:
 - i) proper application of spray; and
 - ii) decontamination procedures.

**Conducted
Energy
Weapons**

15. Every Chief of Police should ensure that:
 - a) all training on conducted energy weapons is conducted by a ministry-certified Use of Force Trainer who has successfully completed the Conducted Energy Weapon Trainers course; and
 - b) conducted energy weapon trainer, user, user re-qualification, trainer re-certification and familiarization training is consistent with ministry training standards as per the appendices to this guideline.
16. Every Chief of Police should ensure that police officers are issued conducted energy weapons in accordance with the policy of the Police Services Board.
17. A Chief of Police may permit an officer to use a conducted energy weapon subject to the following:
 - a. the conducted energy weapon must be the TASER X26, TASER X26P, TASER X2, or TASER 7;
 - b. the conducted energy weapons must conform to the technical standards contained in Appendix H;
 - c. the officer believes a subject is threatening or displaying assaultive behavior or, taking into account the totality of the circumstances, the officer believes there is an imminent need for control of a subject; and
 - d. the officer believes it is reasonably necessary to use a conducted energy weapon, which may involve consideration of the following factors:
 - i. whether efforts to de-escalate the situation have been effective;
 - ii. whether verbal commands are not practical or are not being followed;
 - iii. the risk of secondary injury (e.g., as a result of a fall); and
 - iv. the conducted energy weapon's capabilities in relation to the context and environment.
18. Every police service's procedures on conducted energy weapons should include the following:
 - a) at the commencement of each shift during which a conducted energy weapon is to be carried:
 - i) a function test should be conducted before use to ensure proper functioning;
 - ii) the results of the function test should be recorded in the officer's notebook or the appropriate log book; and
 - iii) if the weapon is not personally issued, the serial number of the conducted energy weapon being used should be recorded in the officer's notebook or the appropriate log book;
 - b) in an incident in which a conducted energy weapon is used, one or more additional officers should be present to provide support when possible and restraint of a subject should be attempted when appropriate during the conducted energy weapon activation cycle;
 - c) when appropriate, an announcement should be made to other officers on the scene that a conducted energy weapon is going to be activated;

- d) conducted energy weapon use should be avoided in the presence of flammable or explosive substances (e.g., alcohol, gas vapours, natural gas, propane) especially in interventions in clandestine labs;
- e) as with any use of force option, a conducted energy weapon should only be used as necessary to gain physical control of a subject;
- f) conducted energy weapon use should be avoided:
 - i) on a handcuffed subject;
 - ii) on a pregnant woman, elderly person, young child or visibly frail person;
 - iii) on sensitive areas of the body (i.e., head, neck, genitals); and
 - iv) on a subject in control of a moving vehicle, bicycle or other conveyance;
- g) the subject should be informed that a conducted energy weapon has been used and the effects are of short duration;
- h) once the subject is controlled, he or she should be placed in a position for care and observation by officers (e.g., sitting or recovery position);
- i) a medical assessment should be obtained in the following circumstances:
 - i) when a conducted energy weapon is used on a subject who is pregnant, elderly, young, or visibly frail;
 - ii) when a CEW is used on a sensitive area of the body (see section 18 f) iii));
 - iii) when both probes are deployed on the chest near the heart;
 - iv) if a subject loses consciousness or strikes his/her head during a fall; or
 - v) when the CEW is used multiple times or for an extended period of time.
- j) embedded probes should be removed by medical personnel or an officer who has received specific training in doing so
- k) the officer removing the probes should seek medical assistance if he/she has concerns regarding the potential for injury resulting from removal of the probes;
- l) officers should request medical personnel remove probes embedded in sensitive areas;
- m) probes that have penetrated the subject's body should be handled with the same precautions as other biohazards;
- n) following CEW use, data should be downloaded for audit and analysis by designated personnel as soon as practicable;
- o) secure storage requirements for CEWs.

19. Every Chief of Police should ensure a response strategy/protocol be developed in cooperation with emergency medical service personnel to address post-deployment medical attention for individuals subjected to activation of a CEW.

Firearms

20. Every Chief of Police shall ensure that every police officer is issued and carries a handgun that meets the technical specifications set out in the *Equipment and Use of Force Regulation*.

21. Every police service's procedures on firearms should provide that the authority to use firearms is an exceptional responsibility and must be exercised with the highest concern for human life.

22. Every police service's procedures on firearms shall require that a member of a police force shall not draw a handgun, point a firearm at a person, or discharge a firearm unless he or she believes, on reasonable grounds, that to do so is necessary to protect against loss of life or serious bodily harm; or unless
- a) they are engaged in a training exercise, target practice or ordinary weapon maintenance in accordance with the rules of the police force;
 - b) the discharge of a handgun or other firearm is to call for assistance in a critical situation, if there is no reasonable alternative; or
 - c) the discharge of a handgun or other firearm is to destroy an animal that is potentially dangerous or is so badly injured that humanity dictates that its suffering be ended.
23. Every police service's procedures on firearms shall:
- a) address the authorization of members by the Chief of Police to carry firearms (except revolvers) of a type other than that permitted by section 3(1) of the *Equipment and Use of Force Regulation*, including:
 - i) whether or not the Chief of Police has designated another police officer to give authorization; and
 - ii) the special purpose for which the firearms will be carried;
 - b) prohibit members from altering or modifying their issued handguns;
 - c) require that members who are issued a handgun:
 - i) are issued a minimum of three full magazines; and
 - ii) one of the issued full magazines is loaded in the handgun while the member is on duty;
 - d) require that ammunition issued for handguns, other than those authorized for a special purpose, meet the specifications set out in subsection 3(3) of the *Equipment and Use of Force Regulation*; and
 - e) provide that procedures addressing subsections 23 (a)-(d) do not apply to members when engaged in a training exercise, target practice or ordinary weapon maintenance in accordance with procedures governing these activities.
24. Every police service's procedures shall require that members not discharge their firearm for the sole purpose of attempting to stop a fleeing motor vehicle.
25. Every Chief of Police should ensure that the annual re-qualification** on service handguns:
- a) includes an inspection of service handguns and related equipment by a qualified armorer and an exchange of duty ammunition for new ammunition; and
 - b) is divided into the following three areas:
 - i) a minimum of 1 hour of in-class academic training that provides a review of the following topics:
 - use of force legislation, including the *Criminal Code*, *Provincial Offences Act*, *Police Services Act* and case law;
 - reporting requirements;
 - principles of firearms safety; and
 - safe storage and security practices;

- ii) a minimum of 1½ hours of proficiency training that:
 - requires the firing of a minimum of 100 rounds of live service velocity ammunition of which at least 50 rounds will be a test on the Ministry's approved Course of Fire under daylight conditions;
 - may provide police officers the opportunity to shoot more, including, if practicable, under low light and outdoor conditions; and
 - reinforces handgun training received at the basic qualification level; and
- iii) a minimum of 1½ hours of judgement development training that:
 - is designed to develop decision-making skills in stressful conditions;
 - may be delivered in several different ways, including role-playing, live or simulated fire and/or branching/interactive simulator systems;
 - allows sufficient time for a Use of Force Trainer, certified by the Ministry, to determine the police officer's competency in using good judgement;
 - ensures that officers are debriefed on powers of arrest, threat perceptions, communication skills, tactics used, less than-lethal force options, justification for force used, weapons discipline, reaction time and accuracy, following the completion of training; and
 - requires that an officer will not be considered qualified to carry a firearm unless a Use of Force Trainer, certified by the Ministry, determines that the officer has the judgement skills, regardless of the officers performance in other components of handgun training.

- Accountability** 26. Every Chief of Police shall immediately cause an investigation to be made consistent with sections 12 and 13 of the *Equipment and Use of Force Regulation*:
- a) where a member unintentionally or intentionally discharges his or her firearm, except on a target range or in the course of weapon maintenance; or
 - b) where a member, by the discharge of a firearm in the performance of his or her duty, kills or injures another person.
27. Every Chief of Police shall ensure that a written record is maintained of the training courses taken by the members of the police service on the use of force and the use of firearms.
28. Every police service's procedures should address remedial training and administrative steps to be taken when a police officer does not qualify in a specific use of force area.

- Use of Force Reporting** 29. Every police service's procedures on use of force reporting shall require that:
- a) a report be submitted by a member to the Chief of Police whenever the member:
 - i) draws a handgun in the presence of a member of the public, excluding a member of the police service while on duty;
 - ii) points a firearm at a person;
 - iii) discharges a firearm;
 - iv) uses a weapon other than a firearm on another person, including a conducted energy weapon in cartridge/probe mode, three-point contact, and drive/push stun mode; or

- v) uses physical force on another person that results in an injury requiring medical attention;
- b) the report be in Form 1 as set out in the *Equipment and Use of Force Regulation*;
- c) the retention period on Part B of a use of force report is consistent with section 14.5 of the *Equipment and Use of Force Regulation*;
- d) Section 29 a) does not apply when:
 - i) a handgun is drawn, a firearm is pointed at another person, or a firearm is discharged, in the course of a training exercise, target practice or ordinary firearm maintenance, in accordance with the procedures of the police force;
 - ii) a weapon other than a firearm is used on another member of a police service in the course of a training exercise in accordance with the procedures of the police force; or
 - iii) physical force is used on another member of a police service in the course of a training exercise; in accordance with the procedures of the police force;
- e) use of force reports not be admitted in evidence at any hearing under Part V of *The Police Services Act*, other than a hearing to determine whether the police officer has contravened section 14.5 of the *Equipment and Use of Force Regulation* and local procedures on use of force reporting;
- f) the Chief of Police deliver or make available to the Solicitor General a copy of a report, upon the request of the Solicitor General; and
- g) a regular review is conducted on the police service's procedures, training and reporting on the use of force based on information obtained from the reports.

30. Every police service's procedures on use of force reporting should:

- a) require that a use of force report be submitted by a member to the Chief of Police whenever the member uses a CEW as demonstrated force presence (i.e., overt display of the CEW with the intent to achieve compliance);
- b) require use of force reports to be collected and used only to identify individual and group training requirements, or organizational use of force policy and procedure requirements;
- c) require use of force reports and associated occurrence reports to be completed and submitted to the front-line supervisor as soon as possible after the relevant incident;
- d) where a member is incapacitated, allow for the completion of the report by the member's immediate supervisor;
- e) allow for the completion of team reports by leaders of specialist teams (e.g., tactical units);
- f) require front-line supervisors to:
 - i) report, in conjunction with associated occurrence reports, to identify individual training requirements;
 - ii) indicate on the use of force report whether additional training is required by the officer; and
 - iii) forward the use of force report to the training analyst;
- g) set out the supervisory levels, if any, beyond the front-line supervisors, who will review the use of force reports, prior to review by the training analyst;

- h) require that use of force reports not be introduced, quoted from, or in any way referred to, during considerations of promotion or job assignment without the consent of the reporting officer;
- i) require that information from a use of force report not be contained in an officer's personnel file;
- j) require the appointment of a training analyst responsible for:
 - i) reviewing use of force reports to identify individual and group training requirements;
 - ii) maintaining a database (electronic or manual) of use of force data from Part A of all use of force reports; and
 - iii) at least once every calendar year, producing a study, including an analysis of use of force trends for the entire police service, which does not contain data that identifies reporting police officers;
- k) require review by the Chief of Police and the police services board of the annual use of force study; and
- l) require the availability of the annual use of force study to the community.

| Ministry's Approved Course of Fire | | | | |
|---|----------------------------|----------------|---|--|
| Stage | Distance | Minimum Rounds | Time Allowed | |
| | | | Drawing / Firing from Secure Holster | Firing from Ready Position |
| One | 0-10 ft / 0-3.04 m | 12 | 2 sec. for one round 3 sec. for two rounds 4 sec. for three rounds | 1 sec. for one round 2 sec. for two rounds 3 sec. for three rounds |
| Two | 11-39 ft / 3.35-11.88 m | 12 | 3 sec. for one round 3 sec. for two rounds 4 sec. for three rounds | 2 sec. for one round 3 sec. for two rounds 4 sec. for three rounds |
| Three | over 40 ft / 12.19 m | 6 | maximum of 5 seconds per round (after the police officer has drawn the handgun and adopted a firing position behind cover) | Maximum of 5 seconds per round |
| <p>Approved Targets Targets for the qualification will be of a life-sized silhouette type. The designated scoring area will be incorporated within the upper center mass of the torso, and be approximately 12" wide x 18" (30.5 cm x 45.7 cm) in height.</p> <p>Scoring Only hits to the designated scoring area will be counted. Hits outside the designated scoring area, but on the silhouette do not count. Shots fired in a "no shoot" situation will result in failure. The minimum passing score on this Course of Fire for police officers using a semi-automatic pistol will be 90% or 45 hits out of 50 rounds in the designated scoring area.</p> <p>Duty Attire: All officers will qualify wearing their regular attire, with their issued handgun, carried in the manner in which it is carried on duty.</p> <p>Handgun: Police officers must successfully complete the course of fire with their issued service handgun.</p> | | | | |

Teaching Points for Ministry Approved Course of Fire:

- It may not be possible to include all teaching points in each individual stage in the Course of Fire. However, when all three stages are combined, the following training points should be covered:
 - ✓ cover / concealment, including:
 - the importance of gaining cover is stressed throughout handgun training, refresher and re-qualification training; and
 - concealment only hides the police officer's position;
 - ✓ tactical / emergency reload, including the importance of being able to perform tactical or emergency reloads under stressful conditions;
 - ✓ shooting with one hand, including the ability to discharge handgun at close quarters with strong hand and support hand;
 - ✓ draw and fire, including the ability to draw and fire from a secure holster under stressful conditions;
 - ✓ handgun at ready position, including the ability to fire from the previously unholstered position;
 - ✓ move with the handgun unholstered, including the ability to move safely from position to position with the handgun unholstered;
 - ✓ Scan target, follow through, including reminding police officers of the need to continually conduct a threat evaluation. Police officers will be required to evaluate the threat before reholstering;
 - ✓ use of sights, including the importance of using the sights at intermediate and long distances;
 - ✓ various positions, including teaching police officers to draw and discharge from various positions, including standing and kneeling;
 - ✓ Ontario Adopted Police Challenge - "POLICE – DON'T MOVE" where applicable;
 - ✓ don't shoot situations - designed to develop decision-making skills in stressful situations;
 - ✓ stress, including the issue of physical or psychological stress inducements to simulate stressful conditions; and
 - ✓ stoppages and immediate Action Drills, including the method used to clear stoppages from the handgun.

*Refresher training is training which does not involve a pass/fail test.

**Re-qualification training is training with pass/fail evaluation of an individual's skills or knowledge.



NIAGARA REGIONAL POLICE SERVICE Police Services Board Report

PUBLIC AGENDA

Subject: Special Fund Request – Gift Card Donations to SOFIFRAN Niagara
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2022-12-16

Recommendation(s)

That the Niagara Police Services Board authorize a special fund donation of \$500.00 to support the SOFIFRAN (Solidarité Des Femmes Et Families Immigrantes Francophones) Niagara Christmas dinner event.

Key Facts

- The purpose of this report is to seek Board approval of a \$500.00 donation from the special fund to purchase gift cards in support of the SOFIFRAN Niagara Christmas Dinner event.
- SOFIFRAN is an organization committed to helping with the social and economic integration of francophone women immigrants in the Niagara region.
- On Saturday, December 17, 2022, SOFIFRAN will be hosting a Christmas dinner for 130 newcomer children and parents at the Welland arena where they will be providing gifts and gift cards to the newcomer families.
- This request has been forwarded by Nyarai Kapisavanhu, who is the Executive Director of TOES Niagara (Tools of Empowerment for Success), and an active member of the Chief of Police Community Inclusion Council.
- Members of the Service's Diversity, Equity and Inclusion Unit have been extended an invitation to the event, which serves as a great opportunity to build positive relationships between the Niagara Regional Police Service and the newly arriving members of our community.

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 Police Services Act, and with Board By-Law 392-2021, Special Fund Administration, Limitations and Guidelines. Section 132(2) of the Police Services Act establishes that the Niagara Police Services 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." These funds do not form part of the police operating budget and are separate from the Regional tax base.

The request for \$500.00 will be used to purchase gift cards that will be provided to newcomers in our community.

Analysis

SOFIFRAN is an organization committed to helping with the social and economic integration of francophone women who have immigrated and located in the Niagara region. The organization is hosting a Christmas dinner for 130 newcomer children and parents at the Welland arena on Saturday, December 17, 2022. As part of the event, SOFIFRAN will be providing gifts and gift cards to the newcomer families. The special fund request of \$500.00 will allow for a donation to assist with the purchase of these gift cards.

This request has been forwarded by Nyarai Kapisavanhu, who is the Executive Director of TOES Niagara (Tools of Empowerment for Success). Nyarayi is heavily involved in the community and sits on many boards and committees, including the Chief of Police Community Inclusion Council. Through Nyarayi, members of the Service's Equity, Diversity, and Inclusion Unit have been invited to attend the SOFIFRAN event, which will provide the Service a great opportunity to build positive relationships with newly arriving members of our community.

Alternatives Reviewed

None reviewed.

Relationship to Police Service/Board Strategic Priorities

As outlined in the 2022-2025 Strategic Plan, the Niagara Regional Police Service is committed to strengthening relationships and continuing to build trust with our community.

Relevant Policy Considerations

By-Law 376-2018, Administration, Limitations and Guidelines of the Special Fund.

Other Pertinent Reports

None

This report was prepared by Brett Atamanyk, Staff Sergeant, Member Support/EDI. Reviewed by Luigi Greco, Inspector, Labour Relations, David Meade, Superintendent of Executive Services, and recommended by Bill Fordy, Deputy Chief, Support Services.



Submitted by:

Bryan MacCulloch, M.O.M. #5835
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE Police Services Board Report

PUBLIC AGENDA

Subject: Special Fund Request – International Police Hockey Tournament – Men's Over 35 Division Team

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2023-01-04

Recommendation(s)

That the Board approve a donation of \$1500 from the Special Fund to help offset the expenses incurred for registration, travel, and accommodations by members of the NRPS for participation in the 2023 International Police Hockey Tournament.

Key Facts

- The purpose of this report is to request funds in the amount of \$1,500.00 to assist with the cost of registration and travel for the 2023 International Police Hockey Tournament being held in Waterloo, Ontario on February 23 and 24, 2023.
- Fifteen members of the Niagara Regional Police Service will make up a team representing the Service.
- Members participate on their own time and cover their own expenses relating to travel and lodging for this tournament.
- Participation in a tournament of this nature provides members of the Service an opportunity to represent the Niagara Regional Police Service, with the goal of enhancing the image of the Service in other communities as well as at home. It also promotes fitness, teamwork and relationship building with outside agencies in related fields.

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 Police Services Act, and with Board By-Law 392-2021, Administration, Limitations and Guidelines of the Special Fund. Section 132(2) of the Police Services Act establishes that the Niagara Police Services 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." These funds do not form part of the police operating budget and are separate from the regional tax base.

The request for \$1,500.00 will cover the registration fee and assist in offsetting some of the travel costs for the team to participate in the tournament. This request falls within the guidelines of Police Services Board By-Law 392-2021, Administration, Limitations and Guidelines of the Special Fund. If approved, the cheque can be made payable to Shane Secord.

Analysis

The International Police Hockey Tournament is a long-standing event that raises money for different charities within the host community including Special Olympics, Law Enforcement Torch Run and local hospitals. The Ottawa Police Service hosted the 2019 Tournament and successfully raised over \$12,000 for local charities, while the tournament itself that began in 1961 has raised more than \$375,000. This year the tournament will be hosted by the Waterloo Regional Police Service.

Police Services from across North America participate in this tournament. The Niagara Regional Police Service has participated in the tournament for over 20 years. There are currently 15 members from our Service who have committed to participate in this event. It is their intent to represent the Service in the "Men's Over 35 Division".

The Police Services Board has generously assisted with funding for members to attend these tournaments in the past. Members of the Service are respectfully requesting funding for this year's tournament.

Alternatives Reviewed

None reviewed.

Relationship to Police Service/Board Strategic Priorities

Not applicable.

Relevant Policy Considerations

By-Law 392-2021, Administration, Limitations and Guidelines of the Special Fund.

Other Pertinent Reports

13.2020 – Special Fund Request – International Police Hockey Tournament – NRPS Men's Team

This report was prepared by Shane Secord, Detective Constable, reviewed by David Masotti, Inspector, Investigative Support Services and by Todd Waselovich, Superintendent, Emergency and Investigative Services. Recommended by Bill Fordy, Deputy Chief, Support Services.



Submitted by:

Bryan MacCulloch, M.O.M. #5835
Chief of Police

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

CONFIDENTIAL AGENDA

Subject: Special Investigations Unit – Case Number 18-OFI-341– Incident of November 29, 2018

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2022-11-23

Recommendation(s)

1. That the Niagara Police Services Board receives this report for information, and
2. That the Niagara Police Services 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).
- Ontario Regulation 267/10, Section 11, under the Police Services Act 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.
- On March 28, 2019, the SIU notified the Service that their investigation revealed reasonable grounds to believe the Subject Officer (SO) had committed criminal offences and subsequently Criminal Code charges were laid by the SIU, which later were withdrawn by the Crown Attorney.
- The subsequent Section 11 investigation by the Professional Standards Unit determined there were several issues with respect to the conduct, policies or services provided by the Niagara Regional Police Service that resulted in a separate Chief's Complaint investigation under Part V of the Police Services Act.

Financial Considerations

There are no financial costs or implications associated to the recommendations.

Analysis

On Thursday November 29, 2018, members of the Service's Collision Reconstruction Unit attended the area of 200 Roland Road, Pelham to conduct a follow-up investigation regarding Incident #18-112140 which had initially occurred on November 11, 2018.

The nature of the investigation consisted of conducting measurements with the total station, which is surveying equipment used for investigations. The geographic nature of the area being investigated called for Roland Road to be closed between Effingham Street and Sulphur Springs Road. The accident scene was near a curve on a hill and any incoming traffic from either direction (Effingham Street to the west and Sulphur Springs Road to the east) posed a safety concern for the investigating officers.

Constable A.B. was assigned from 3 District (Welland) to man a barricade at Effingham Street and Roland Road and ensure its closure during the follow-up investigation by the Reconstruction Unit. The barricade was approximately 1.6 kilometers to the west of the scene being investigated.

At approximately 11:47 am, Constable A.B. advised the communicator via police radio that he had to leave his post to use the washroom. The communicator responded via police radio and advised Constable A.B. to wait until a unit was sent to relieve him of his duties. Constable A.B. proceeded to leave his post without waiting for another unit to relieve him.

Detective Sergeant C.D. became aware that the post at Effingham Street and Roland Road was not being secured as traffic had entered the reconstruction scene from the west. Detective Sergeant C.D. subsequently attended the area of Effingham Street and Roland Road to investigate.

At approximately 12:04 pm, Constable A.B. advised the communicator that he could now head back to the scene. The unit that was sent to provide relief was preempted by the communicator prior to their arrival at the barricade. Constable A.B. was marked as having returned to scene at 12:14 pm.

At approximately 12:16 pm, Sergeant C.D. advised the communicator that shots had been fired, he had been attacked by Constable A.B. and that Constable A.B. had been hit.

At 12:17 pm, an Armed/Barricade Person Incident (Inc. #18-117432) was generated upon receipt of information from a civilian witness who reported that they witnessed two officers fighting and one was shot.

Detective Constable E.F. responded to Effingham Road and Roland Road after hearing seven to nine gun shots in continuous succession. Detective Constable E.F. was the first officer on scene. Constable E.F. had conversation with Detective Sergeant C.D. and provided first aid to Constable A.B.

Constable A.B. was transported by ambulance to the St Catharines Hospital and ultimately transferred via air ambulance to Hamilton General Hospital.

Due to the discharge of a firearm by a Service member which caused serious injuries, the SIU was contacted and invoked their mandate.

The SIU responded to the scene on November 29, 2018. During the course of the investigation the SIU formally designated Detective Sergeant C.D. as a Subject Officer and 15 other officers as Witness Officers.

On March 28, 2019, the SIU notified the Service that their investigation had resulted in establishing reasonable grounds to believe Detective Sergeant C.D. had committed a criminal offence. The SIU charged Detective Sergeant C.D. with the following offences under the Criminal Code: one count of attempt murder, contrary to s. 239(1); one count of aggravated assault, contrary to s. 268(1); and one count of assault with a weapon, contrary to s. 267(a). Those charges were withdrawn on November 22, 2019.

A copy of the SIU report was NOT publicly posted on the SIU's website.

In accordance with Ontario Regulation 267/10 Section 11, the Service's Professional Standards Unit conducted an investigation and review of this incident that considered the following three areas:

1. The policies of the Police Service,
2. The services provided by the Police Service, and
3. The conduct of its police officers.

The Section 11 investigation encompassed a compliance review of applicable Provincial legislation that governs members of the Service, as well as General Orders, policies and procedures, and the conduct of the involved officers.

Where available, investigations include a review of communications recordings, Service occurrence reports, forensic evidence and reports, officer interviews conducted by the SIU and all duty book notes, 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. The Policies of the Niagara Regional Police Service

Professional Standards Unit investigators determined that the following General Orders had primary relevance in this matter, and they have been reviewed accordingly in the context of this incident.

1. General Order 079.09 – Special Investigations Unit
2. General Order 068.06 – Body Armour
3. General Order 033.10 – Communication Systems
4. General Order 183.08 – Portable/Mobile Radio Communications Equipment
5. General Order 053.21 – Use of Force
6. General Order 049.17 – Dress Code
7. General Order 224.04 – Workplace Violence
8. General Order 168.06 – Officer Note Taking
9. General Order 100.09 – Powers of Arrest

Upon review, it was determined that the direction and guidance provided by the relevant General Orders is sufficient in its governance for members of the Service and no issues were identified. However, there were a number of examples cited where Constable A.B. had not complied with General Orders.

2. Services Provided by the Niagara Regional Police Service

There were several issues identified relating to the services provided by the Niagara Regional Police Service during this incident, however, they were attributed specifically to Constable A.B.

3. Conduct of Niagara Regional Police Officers

There were several issues identified relating to the conduct of Constable A.B. during this incident. As a result, a separate Chief's Complaint Investigation was initiated. There were no conduct issues identified on the part of Detective Sergeant C.D. within the scope of the Section 11 investigation.

The Professional Standards Unit investigation and review of this incident was undertaken in compliance with Section 11 of Ontario Regulation 267/10 made under the Police Services Act. The relevant policies of the Police Service, the services provided, and the conduct of the involved Service members was the focus of this review and investigation.

In conclusion, there were issues identified as it pertained to services provided, the conduct of the involved Police Service members, or the existing General Orders governing these situations. These were related to the conduct of Constable A.B. which were addressed through a separate Chief's Complaint investigation. There were no issues identified on the part of Detective Sergeant C.D. in relation to this incident and related SIU investigation.

Alternatives Reviewed

- 1) To not receive the report.
- 2) To not make the report available to the public.

Subsection 11(4) of Ontario Regulation 267/10 made under the Police Services Act provides that, upon receiving this report, the Board may make it available to the public.

The Police Services Act provides that meetings of the Police Services Board shall be open to the public subject to exceptions that are set out in Subsection 35(4). The applicable exception to be considered in this case is whether or not *“the desirability of avoiding disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.”*

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

C.74.2020 – Legal Indemnification – SIU Case 18-OFI-341 – Incident of November 29, 2019

This report was prepared by Inspector Lynda Hughes, Professional Standards Unit and reviewed by Superintendent David Meade, Executive Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services



Submitted by:

Brett Flynn, M.O.M. #9295
Acting Chief of Police

Appendices

Not applicable.