



REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD PUBLIC AGENDA

Thursday, April 24, 2025, 9:30 am

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

*To view the live-stream meeting proceedings, please visit
<https://calendar.niagarapolice.ca/meetings>*

Pages

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT STATEMENT

3. DECLARATIONS OF CONFLICT/PECUNIARY INTEREST

4. ADOPTION OF MINUTES

4.1 Minutes of the Public Board Meeting held Thursday, March 27, 2025

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That the Minutes of the Public Board Meeting held Thursday, March 27, 2025 be adopted as circulated.

5. REPORTS FROM BOARD CHAIR

6. REPORTS FROM THE CHIEF OF POLICE

7. PRESENTATIONS

7.1 Community Consultation Findings on Body Worn Cameras

15

Service report dated April 8, 2025 providing the Board with the findings from the community consultations and surveys for the proposed Body Worn Cameras (BWCs) Program and recommendation to implement the BWCs Program as part of the 2026 Capital and Operating Budget.

That the Board approve the implementation of the Body-Worn Cameras Program as part of the Niagara Regional Police Service 2026 Capital and Operating Budgets.

7.2 Niagara Regional Police Service Strategic Plan - 2026-2029

53

Service report dated April 16, 2025 outlining the regulatory framework for Strategic Planning, the proposed methodology and consultation strategy, timelines and roadmap of the Strategic Planning development, next steps and recommendations.

That the Board receive, analyze, and approve the proposed methodology for the development of the Strategic Plan 2026-2029.

8. CONSENT AGENDA

8.1 Inspectorate of Policing (IoP) - Inspector General Memo and Advisory Bulletin No. 3 - Municipal Police Service Board Policy on Critical Points 70

Correspondence dated March 20, 2025 from Ryan Teschner, Inspector General of Policing of Ontario, providing Inspector General Memo and Advisory Bulletin #3 - Municipal Police Service Board Policy on Critical Points, to include a copy of the policy recently approved by the Toronto Police Service Board as recommended by The Honourable John W. Morden in his 2012 report of the *Independent Review into Matters Relating to the G20 Summit*.

8.2 Inspectorate of Policing (IoP) - Inspector General Memo No. 4 - Release of the Inspectorate of Policing's Strategic Plan 78

Correspondence dated April 1, 2025 from Ryan Teschner, Inspector General of Policing of Ontario, providing Inspector General Memo #4 - Release of the Inspectorate of Policing's Strategic Plan to include a copy of the Inspectorate of Policing's 2024-2027 Strategic Plan.

8.3 RMON - Municipal Diversity Plan for Appointment to the Police Service Board 103

Letter dated March 27, 2025 from Ann-Marie Norio, Regional Clerk, Niagara Region, advising of the Corporate Services Committee recommendation that was passed by Regional Council at their meeting held March 20, 2025 regarding the Municipal Diversity Plan, specifically the appointments to the Niagara Police Service Board in accordance with Subsection 28(1) of the *Community Safety and Policing Act, 2019*.

8.4 RMON - Regional Council Request - Police Tow Rotation List 121

Letter dated March 27, 2025 from Ann-Marie Norio, Regional Clerk, Niagara Region, advising of a Councillor request made at the Regional Council meeting held March 20, 2025 regarding the tow rotation list used by the Niagara Regional Police Service. (*Refer to Item 9.1 for NRPS response.*)

8.5 RMON - Councillor Request for Information - Overtime and Body Worn Cameras 122

Letter dated March 27, 2025 from Ann-Marie Norio, Regional Clerk, Niagara Region, advising of a Councillor request for information made at the Corporate Services Committee held March 5, 2025 regarding the Service's projected overtime costs for 2025 and budgets for use of body cameras by the Niagara Regional Police Service. (*Refer to Item 9.2 for NRPS response.*)

8.6 Quarterly Report - Brock University Campus Safety Services - January 1 to March 31, 2025 123

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

8.7	Quarterly Report - NRPS Authorized Strength as at April 1, 2025	126
	Service report dated April 1, 2025 providing a summary of the actual versus the authorized strength by rank/salary band of the uniform and civilian complement of the Niagara Regional Police Service.	
8.8	Annual Report - Proceeds of Crime - January 1 to December 31, 2024	129
	Service report dated March 12, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 494-2024.	
8.9	Annual Report - Stolen or Smuggled Firearms - January 1 to December 31, 2024	132
	Service report dated March 12, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 459-2024.	
8.10	Annual Report – Use of Force – January 1 to December 31, 2024	135
	Service report dated March 28, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 506-2024.	
8.11	Annual Report - Vehicle Pursuits - January 1 to December 31, 2024	152
	Service report dated March 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 520-2024.	
8.12	Special Fund Acknowledgement - Gillian's Place	167
	Letter dated April 2025 from Graeme Dargaval, Director of Development & Communications, Gillian's Place, acknowledging the NRPS Table Sponsorship at the Breakfast to End Gender-Based Violence event that was held to raise money in support of the valuable programs made available to victims of gender-based violence through Gillian's Place.	
	That the information be received.	

9. NEW BUSINESS

9.1	NRPS Response to Regional Council Request - Police Tow Rotation List	168
	Service report dated April 10, 2025 submitted in response to a request made at the Regional Council meeting held March 20, 2025 regarding the tow rotation list used by the Niagara Regional Police Service (<i>Refer to Item 8.4 on the Consent Agenda</i>).	
	That the report be submitted to Regional Council for information purposes.	
9.2	NRPS Response to Councillor Information Requests - Overtime and Body Worn Camera Costs	171
	Service report dated April 2, 2025 providing a response to a request for information made at the Corporate Services Committee held March 5, 2025 regarding the Service's projected overtime costs for 2025 and budgets for use of body cameras by the Niagara Regional Police Service. (<i>Refer to Item 8.5 on the Consent Agenda</i>).	

That the report be submitted to Regional Council for information purposes.

9.3 Rampart International Corporation and Uniform Works - Firearms, Scopes and Holsters Purchases 219

Service report dated April 4, 2025 requesting the Board approve the purchase of 850 Glock G45 firearms and sights from Rampart International Corporation, and 850 holsters from Uniform Works for a total amount of \$1,137,203.52 (\$1,024,096 net cost less HST rebate), which is in keeping with the Board approved capital project in the amount of \$1,205,000 to replace all sworn members use of force with a new model Glock G45 firearm inclusive of accessories such as a sight and holster.

That the Board award Rampart International Corporation as a sole source Canadian distributor for the Glock G45 in Canada, and Uniform Works with the contracts for the procurement of the firearms, sights and holsters;

And further that the Board approve the quote submitted by Rampart International Corporation, adjusted to the net of the tariff surtax subject to any temporary tariff exemptions.

9.4 Police Service Board Bylaws - Community Safety and Policing Act, 2019 224

Correspondence dated April 7, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing the Board with three draft by-laws as required for compliance with the Community Safety and Policing Act, 2019 (CSPA) and its Regulations.

That the Board adopt the draft by-laws as appended to the report;

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

9.5 Police Service Board By-law – Grievance Settlements 244

Correspondence dated April 9, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing the Board with a draft by-law, which formalizes the delegation of authority and outlines the levels of approval required when grievances are submitted by Members of the Police Service

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

And further, that the Board Chair and Executive Director be authorized to execute the required documentation.

9.6 Special Fund Request - Canadian Association of Police Governance Conference 248

Correspondence dated April 5, 2025 from Deb Reid, Executive Director, Niagara Police Service Board, providing a copy of communication received from Stephen Reid, Executive Director, Canadian Association of Police Governance (CAPG), requesting a donation to support the 36th Annual CAPG Conference. (*Previous donations: 2002 - \$2,000, 2003 - 2006 - Gift items/raffle prizes; 2007 - 2020 - \$1,000, 2021 - \$1,500, 2023 - 2024 - \$1,000*)

That the Board approve a donation in the amount of \$1,000.00 (Friend Sponsor) from the Special Fund to the Canadian Association of Police Governance (CAPG) in support of its 2025 Annual Conference.

9.7 Special Fund Requests - April 2025

253

Service report dated April 3, 2025 requesting the Board approve the following Special Fund requests:

1. Mayor Easton's Golf Tournament (Lincoln) - \$1,100;
2. Mayor's Master Golf Tournament (Grimsby) - \$1,200;
3. Beyond the Blue Ontario Police Suicide Memorial - \$1,000;
4. Welland Raiders Junior Lacrosse Team Sponsorship - \$1,000;
5. Ontario Parasport Games - \$1,000;
6. Tug of War – Border Event - \$1,400;
7. Niagara County Interfaith Police Memorial - \$500;
8. Niagara UNITY Awards - \$505; and
9. Rob Gittings Memorial Baseball Tournament - \$3,000.

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

10. OTHER NEW BUSINESS

11. IN CAMERA REPORTS

11.1 Special Investigations Unit

285

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

1. Case Number 24-OCI-250 - Incident of April 11, 2024;
2. Case Number 24-OCI-299 - Incident of July 10, 2024; and
3. Case Number 24-OVI-342 – Incident of August 14, 2024.

That the reports referenced above be made available to the public.

12. MOTION FOR CLOSED SESSION

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

13. ADJOURNMENT



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICE BOARD
PUBLIC MINUTES

Thursday, March 27, 2025
Niagara Regional Police Service - Headquarters
Community Room 1st Floor, 5700 Valley Way, Niagara Falls

PSB MEMBERS:

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

D. Reid, Executive Director

NRPS MEMBERS:

Chief B. Fordy
A/Chief L. Greco
Deputy Chief M. Lagrotteria, Community Services
Deputy Chief T. Waselovich, Operational Services
A/Deputy Chief S. Staniforth, Support Services
C. Gauley, General Counsel
L. Blood, Director of Human Resources
L. Rullo, Director of Finance and Asset Management
Superintendent D. Forbes, Emergency Service
Superintendent D. Masotti, Emergency Investigative Services
Superintendent J. Nesbit, Operational Services
Superintendent S. Parrent, Community Services
A/Superintendent L. Hughes, Executive Services
A/Deputy Chief C. Sirie, Operational Support
Inspector N. Dave, Executive Officer to Chief of Police
Inspector R. LaPlante, 1 District
Staff Sergeant M. Casella, Training Unit
D/Sergeant N. Abbott, Executive Officer to D/C Operational Services
D/Sergeant R. Aceti, Executive Officer to D/C Support Services
Sergeant D. Watson, Recruiting Unit
Constable A. Rivet, Recruiting Unit
R. Audeh, Corporate Strategy and Innovation Manager
S. Sabourin, Corporate Communications Manager
M. Asher, Executive Assistant to the Chief

1. CALL TO ORDER

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

2. LAND ACKNOWLEDGEMENT STATEMENT

The Board began its meeting by acknowledging that the Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hattiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississauga's of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work

in Niagara today. The Regional Municipality of Niagara Police Service Board stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

3. **DECLARATIONS OF CONFLICT/PECUNIARY INTEREST**

Member McKendrick declared a conflict of interest regarding Item 9.4 Special Fund Requests, #4 - CMHA (Canadian Mental Health Association) Wellness For All Fundraiser, as she is the Executive Director of the CMHA and the funding request financially benefits her employer. Member McKendrick completed the required Declaration of Interest form and took no part in the voting or discussion of this item.

4. **ADOPTION OF MINUTES**

4.1 **Minutes of the Public Board Meeting held Thursday, February 27, 2025**

Moved by: B. Steele

Seconded by: K. Gibson

That the Minutes of the Public Board Meeting held Thursday, February 27, 2025 be adopted as circulated.

Carried

5. **REPORTS FROM BOARD CHAIR**

King Charles III Coronation Medal - Chair Chiocchio acknowledged the absence of Chief Bill Fordy and Technology Services Director Akram Askoul as they were selected to receive the King Charles "The Third" Coronation Medal at a special ceremony held in Ottawa last evening. Chief Fordy was honored for his outstanding contributions to public safety, crime prevention, and community leadership. Director Askoul received the medal in recognition of his significant achievements in the field of information technology. This distinguished honour reflects Chief Fordy's dedication, unwavering commitment to policing and public safety, and the profound impact he has made in Niagara, as well as at the provincial and national levels. Director Askoul's recognition highlights the importance of his innovative leadership and significant contributions to public safety through technology. The Board is proud to see both recognized with this prestigious award.

Introduction of Deputy Chief Lagrotteria - On March 14, the Board announced the promotion of Superintendent Mario Lagrotteria to Deputy Chief of Community Services. Chair Chiocchio welcomed Deputy Chief Lagrotteria to his first Board meeting as the Service's newest Deputy Chief of Police and advised that the Board looks forward to his participation and contributions to the Service in that role. He also expressed the Board's sincere appreciation to all Senior Officers for their support and patience throughout this process. Deputy Chief Lagrotteria will be formally recognized at a ceremony to be confirmed at a later date.

Body Worn Cameras - Community Open Houses - The NRPS continues to host a series of community open houses on body worn cameras across the Region. These sessions provide an opportunity for the public to ask questions, share their thoughts and contribute to building a safer, more accountable future for Niagara. All members of the Niagara Region are invited to attend one of the open houses or to complete an online survey. Please visit the NRPS website for details about the survey, and the specific dates, times, and locations of the community open houses.

CAPG Webinar Sessions - The Canadian Association of Police Governance hosts monthly webinars as part of their educational strategy to keep Police Boards and Police Executives across Canada apprised of issues currently affecting the policing community. Webinars were held on February 27, March 4 and March 26. Session topics included body worn cameras, hiring process for police chiefs, and mental health in the policing community. Recorded copies of all webinars are sent to Board Members for their viewing.

Welland Mayor Frank Campion's Fundraiser Breakfast - On March 20, Chair Chiocchio, Chief Fordy, Deputy Chief Lagrotteria and Inspector Gomez attended Mayor Frank Campion's Annual Fundraiser Breakfast at the Blue Star Restaurant in Welland. This year's event supported the Open Arms Mission - a volunteer driven organization that provides food, personal care and other items to Welland community members who are in need of support.

Gillian's Place - Breakfast to End Gender-Based Violence - On March 25, Gillian's Place hosted a breakfast event at Club Roma aimed at ending gender-based violence. This important event provided an inspiring morning filled with life changing and lifesaving stories from individuals that have sought safe refuge and support through Gillian's Place. Chair Chiocchio and Members Gibson and Lawson attended the event along with Deputy Chiefs Greco, Lagrotteria, Waselovich and members of the Service's Executive Command Team and specialty unit officers.

2025 State of the Region Address - Regional Chair Jim Bradley - On March 26, the 2025 State of the Region event was held at Club Italia in Niagara Falls. Regional Chair Jim Bradley provided an overview of the current economic conditions, as well as key initiatives and projects underway to support growth and development in the Niagara Region. Chair Chiocchio, Vice Chair Kapisavanhu, Members Gibson, Lawson, and Steele attended the event along with Deputy Chiefs Greco, Lagrotteria and Waselovich.

Special Olympics Pickleball Tournament - NRPS Wellness Unit - On April 5, members of the Service's Wellness Unit are holding a "Pickleball-for-a-Cause" tournament at the Meridian Community Centre in Fonthill. The tournament is being held to benefit Special Olympics Ontario, which is dedicated to enriching the lives of Ontarians with an intellectual disability, through sport. Member Lawson will be representing the Board in the tournament.

Traffic Services/Breathalyzer Testing - On April 8, the Board will be joining members of Traffic Services for a demonstration on breathalyzer testing and the training requirements of police officers who perform these tests. The session is being held at from 12 pm – 3 pm and members are asked to confirm their attendance with Board staff.

CAPG Executive Director/Chair/ Quarterly Meeting - On April 15, Chair Chiocchio and Executive Director Reid be attending a Canadian Association of Police Governance Executive Director and Chairs Quarterly Meeting. These quarterly meetings are designed to facilitate discussions about common issues related to police service boards, commissions, advisory boards and to share ideas about best practice approaches.

Upcoming Police Service Board Meetings - There are no Committee Meetings scheduled for April. The next scheduled regular monthly Board meeting is Thursday, April 24, 2025 at 9:30 am in the Community Room at Police Headquarters.

6. REPORTS FROM THE CHIEF OF POLICE

Announcements:

Acting Chief Greco recognized the recent promotions of Deputy Chief Mario Lagrotteria and Superintendent Jay Nesbit in their new roles as the Deputy Chief of Community Services and Superintendent of Operational Services, extending congratulations to each of them.

In light of recent inquiries and discussions at Regional Council regarding the Towing industry and the "Tow rotation list", the Service is currently in the process of assessing the relevant guidelines and procedures related to this issue. A fulsome update will be provided to the Police Service Board at its April 24 meeting.

Community Safety:

March 3, 2025 – Service members attended a 3-day Police Technology Conference and Exposition in Toronto where members learned about the latest innovations and technological advances in supporting public safety.

March 6, 2025 – Service members attended the first of a four-part virtual training series hosted by the OACP Equity, Diversity and Inclusion Committee. Sessions focused on far-reaching consequences of hate-based incidents, including psychological, social, and economic impacts on victims and communities.

March 18, 2025 – The Service's Executive Leadership Team received a presentation on Situation Tables by Regional Staff in relation to the Region's Community Safety and Well Being plan. These regular meetings involve a group of trained professionals from across different sectors, including police, who work together to mitigate risk before an incident of harm or victimization occurs. The Situation Tables are a key initiative in Niagara for the development of effective responses to assist individuals by utilizing appropriate sectors and resources in a proactive manner.

March 18 – April 1, 2025 - The Service has begun holding Community Consultations to gather information from the community on the subject of Body Worn Cameras. Police are engaging with the community on their thoughts and conducting survey questionnaires. The sessions began at the Pen Center in St Catharines and police will be visiting a total of six locations throughout the Region, concluding at the Fleming Center in Beamsville.

March 19, 2025 – Acting Chief Greco and Inspector Magistrale attended the Ontario Police College for March Past for the new recruits. This ceremonious event included eight members of Niagara's most recent class.

March 19, 2025 - Chief Fordy attended the Swearing-In Ceremony for Premier Ford and Members of the New Executive Council at the Royal Ontario Museum.

March 24, 2025 - Service members met with community organizations and leaders to gather their insight on the subject of body worm cameras. This collective engagement allowed opportunity to meet with senior leaders to share perspectives and thoughts while working toward shaping a safer, more accountable future for Niagara.

March 26, 2025 - Solicitor General Michael Kerzner attended the NRPS Training Unit in Welland and met with Niagara's new recruits. He was provided a tour of the training facility as well as the opportunity to share his thoughts and support with the new recruits who are embarking on their policing careers.

The Community Oriented Response and Engagement Unit, along with the Traffic Enforcement Unit and patrol officers, have been actively working with Brock University, the Cities of St. Catharines and Thorold (as well as their by-law departments), St. Catharines Fire Service and the Alcohol and Gaming Commission of Ontario to collaborate on ensuring a safe St. Patrick's Day on March 17.

Community Engagement:

February 27, 2025 - Senior Staff attended the State of the City Meeting in St Catharines.

February 27, 2025 – Senior Staff attended the Welland Courthouse for the swearing in ceremonies for the Honorable Scott Latimer and Amy Ohler as Justices of the Superior Court. The NRPS looks forward to working closely with and supporting their judicial partners.

March 1, 2025 – Service members attended a Pow Wow hosted by the Fort Erie Native Friendship Center; a celebration of tradition and rich history that was very well attended.

March 2, 2025 - Service members attended the Islamic Society of Niagara Peninsula to join the congregation in breaking fast as part of the ongoing recognition of Ramadan at this time of year.

March 3, 2025 - Members of the EDI Unit attended St. John Adult Learning Centre in St. Catharines. The members spoke to newcomers to Canada and ESL students to talk about policing in Niagara, hate crimes and how to report them and the common frauds/scams that affect newcomers.

March 4, 2025 – Service members attended the United Way Campaign Celebration in St Catharines to honour the contributions and dedication of community members in their work with this community organization that offers assistance to so many.

March 7, 2025 – Service members attended the Greater Niagara Chamber of Commerce International Women's Day - Women In Niagara event. This event recognizes the challenges and opportunities for women in business in Niagara and highlights accomplished female leaders in the community.

March 20, 2025 – Service members attended Welland Mayor Campion's fundraising breakfast in support of the Welland community.

March 21, 2025 – Service members attended the Out of the Cold Program at Knox Presbyterian Church in St Catharines, which provides food for the homeless and vulnerable people in Niagara. This has been a long-standing volunteer effort by members who contribute their time to help with this program during the winter months.

March 22, 2025 – Service members attended the Islamic Community of West Niagara in Beamsville to join them in breaking fast during the ongoing observation of Ramadan.

March 23, 2025 – Service members attended the Holi celebration at the Chinmaya Mission in Niagara Falls with their friends and Member Vivek Gupta of the Chief's Community Inclusion Council. Holi is a major Hindu celebration; the Festival of Colours, Love, Equality and Spring.

March 25, 2025 - Senior staff, Board members, and members of the Special Victims Unit attended a Breakfast to End Gender Based Violence hosted by Gillian's Place. Donations will support the services provided by Gillian Place to the victims that are impacted by gender based and intimate partner violence.

March 25, 2025 – Members of the EDI Unit attended a Brock University 4th Year Criminology Seminar on "Black Men, Criminology and Criminalization" to observe the educational learning, introduce the Unit, and answer questions from students while gaining insight and perspective.

7. PRESENTATIONS

7.1 Niagara Regional Police Service - The Recruit Journey

Presentation on the journey of a recruit including the mandated training requirements of the Ontario Police College (OPC) and that of the Niagara Regional Police Service upon OPC graduation.

Moved by: N. Kapisavanhu

Seconded by: J. Lawson

That the presentation be received.

Carried

8. CONSENT AGENDA

8.1 Police Record Checks Reform Act 2015 - Amendments to O. Reg. 347/18 Exemptions

Service report dated March 12, 2025 providing a status update on the Service's progress to adhere to the amendments of O. Reg. 347/18 (Exemptions) under the Police Record Checks Reform Act, 2015 that came into effect on January 1, 2025 relating to individuals subject to record check requirements under the Child, Youth and Family Services Act, 2017 and the Intercountry Adoption Act, 1998.

8.2 Annual Report - Accessibility Standards and Accessibility Standards for Customer Service - January 1 to December 31, 2024

Serviced report dated March 6, 2025 submitted in accordance with the annual reporting requirements set out in Board By-laws 431-2024 and 432-2024.

8.3 Annual Report - Child Abuse and Neglect - January 1 to December 31, 2024

Service report dated February 25, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 437-2024.

8.4 Annual Report - Child Pornography (Internet Child Exploitation) - January 1 to December 31, 2024

Service report dated February 21, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 438-2024.

8.5 Annual Report - Equal Opportunity, Discrimination and Workplace Harassment Prevention - January 1 to December 31, 2024

Service report dated March 14, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 411-2024.

8.6 Annual Report - Illegal Gaming - January 1 to December 31, 2024

Service report dated February 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 448-2024.

8.7 Annual Report - Marine Unit - January 1 to December 31, 2024

Service report dated February 26, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 483-2024.

8.8 Annual Report - Municipal Freedom of Information and Protection of Privacy Act - January 1 to December 31, 2024

Service report dated February 26, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 415-2024.

8.9 Annual Report - Niagara Regional Police Service Tuck Shop - January 1 to December 31, 2024

Service report dated February 19, 2025 advising the Board of the net proceeds from the sale of NRPS branded souvenirs and mementos sold through the Niagara Regional Police Service Tuck Shop during 2024.

8.10 Annual Report - Parental Non/Parental Abductions and Attempts - January 1 to December 31, 2024

Service report dated February 19, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 454-2024.

8.11 Annual Report - Police Uniforms - January 1 to December 31, 2024

Service report dated March 5, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 490-2024.

8.12 Annual Report - Sudden Death and Found Human Remains - January 1 to December 31, 2024

Service report dated February 21, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 501-2024.

8.13 Annual Report - Underwater Search and Recovery Units - January 1 to December 31, 2024

Service report dated February 27, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 505-2024.

8.14 Annual Report - Vehicle Theft - January 1 to December 31, 2024

Service report dated February 25, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 460-2024.

8.15 Annual Report - Witness Protection and Security - January 1 to December 31, 2024

Service report dated February 24, 2025 submitted in accordance with the annual reporting requirements set out in Board By-law 462-2024.

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

That the information be received.

Carried

9. NEW BUSINESS

9.1 NRPS Facility Master Plan Proposal Brief

Service report dated March 6, 2025 requesting the Board approve the proposal brief submitted by Operations Research in Health (ORH) for the preparation of a facilities plan for the Service to support the development of the NRPS 2026-2029 Strategic Plan and prepare for anticipated growth of the police service. *(The item was pre-approved by the Board March 11, 2025 and is before the Board ratification.)*

Moved by: K. Gibson
Seconded by: N. Kapisavanhu

That the Board the approve the attached proposal brief provided by Operation Research in Health (ORH) for \$168,500.00 plus HST to complete a Facility Master Plan.

Carried

9.2 2025 NRPS Budget Amendment - Homeland Security Investigations Border Enforcement Security Task Force Secondment

Service report dated March 7, 2025 requesting the Board approve a 2025 operating budget amendment in the amount of \$162,600.00 to fund the secondment of a NRPS Detective Sergeant to the Homeland Security Investigations Border Enforcement Security (BEST) Task Force to combat emerging and existing transnational criminal organizations. *(The item was preapproved by the Board on March 11, 2024 and is before the Board for ratification.)*

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

That the Board approve a 2025 Operating Budget amendment in the amount of \$162,600.00 to temporarily fund a NRPS Secondment to the Homeland Security Investigations Border Enforcement Security (BEST) Task Force for the period of March 1 to December 31, 2025;

And further, that the report be submitted to Regional Council for approval of the budget amendment funded by a transfer from the Police Contingency Reserve Fund.

Carried

9.3 Human Resources Structure - Advisory Role

Service report dated March 3, 2025 requesting the Board approve the repurposing of a vacant position in the Human Resources (HR) Unit to a new senior level HR advisory role in keeping with the recommendation brought by Deloitte Consulting in 2022 when they were engaged to review the HR function and design of a future state operating model for the Niagara Regional Police Service.

Moved by: N. Kapisavanhu
Seconded by: B. Steele

That the Board approve the repurposing of the vacant Benefits Specialist position to a new Human Resources (HR) advisory role to oversee Total Rewards, HR Systems, and the overall operation of the HR Business Unit.

Carried

9.4 Special Fund Requests

Service report dated March 12, 2025 requesting the Board approve the following Special Fund requests:

1. Administrative Professionals Day - \$5,000;
2. Big Brothers and Big Sisters of Niagara For Kids' Sake Golf Tournament - \$1,300;
3. CALEO (Canadian American Law Enforcement Organization) 29th Annual Training Symposium - \$400;
4. CMHA (Canadian Mental Health Association) Wellness For All Fundraiser - \$2,500;
5. FACS (Family and Children Services) Niagara Fundraising Gala - \$2,500;
6. Human Trafficking Public Awareness Initiative - \$5,120;
7. Love Fore Niagara 3rd Annual Golf Tournament - \$700;
8. OWLE (Ontario Women in Law Enforcement) Awards Gala - \$2,200;
9. Hope Gala, Pathstone Mental Health Foundation - \$3,000; and
10. United Way Early Bird and Summer Classic Golf Tournaments - \$2600.

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

That the Board authorize the Special Fund donations Numbers 1-3 and 5-10 as outlined in the report and approve payment in the requested amounts.

Carried

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

That the Board authorize Special Fund donation Number 4 as outlined in the report and approve payment in the requested amount.

Carried

10. OTHER NEW BUSINESS

There was no other new business raised or discussed.

11. IN CAMERA REPORTS

There were no in camera reports.

12. MOTION FOR CLOSED SESSION

Moved by: L. Ip

Seconded by: J. Lawson

That the Board move into Closed Session for consideration of confidential matters pursuant to Section 44 of the Community Safety and Policing Act, namely for subject-matter related to potential litigation, human resources matters, information that the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose if it were contained in a record, contractual documentation, as well as legal matters that are subject to solicitor-client privilege.

Carried

13. ADJOURNMENT

The Public Meeting adjourned at 10:11 am.

Pat Chiochio, Chair

Deb Reid, Executive Director



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Use of Body Worn Cameras by Law Enforcement Agencies:
Community Consultation

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-04-08

Recommendation(s)

That the Niagara Police Service Board receive this report for information and direct the Niagara Regional Police Service (NRPS) to implement the Body-Worn Cameras Program as part of the 2026 Capital and Operating budget.

Key Facts

- On January 23, 2025, the Niagara Regional Police Service (NRPS) presented to the Police Service Board an update on the use of Body-Worn Cameras (BWC) by police services in Ontario and in Canada.
- The Police Service Board approved and directed the NRPS to undertake community consultation to inform the public and NRPS' members about the proposed BWC program and collect feedback on their opinions about the proposal.
- A community consultation was conducted from March 7 to April 4, 2025, inclusive of multiple locations and reaching groups and representatives of groups across the Niagara Region.
- The community consultation reached a total of 2,780 participants across the Niagara Region, inclusive of NRPS' members.

Financial Considerations

Should the Board approve the recommendation, then the Service will include the capital and operating costs in 2026. Preliminary costs associated with capital infrastructure are estimated at \$1,200,000.00 and for operating costs estimated to be \$2,284,187.00 per annum.

The costs for both capital and operating will be evaluated during the budget process and adjusted accordingly.

Analysis

On January 23, 2025, the NRPS presented to the Police Service Board an update on the use of BWC by police services in Ontario and in Canada. The report included an extensive analysis of pilot projects, evaluations of BWC implementations by other police

services, and peer-reviewed literature and a proposal to undertake a community consultation, inclusive of NRPS' members, to inform the public about the proposed program and identify the community sentiments, gather feedback on the proposal, and understand potential challenges and opportunities that could inform a future implementation of the program. The recommended proposal to conduct a community consultation was discussed and approved. The PSB resolution was: "*That the Niagara Regional Police Service Board approve the recommendations as set out in the report for consideration of the implementation and deployment of Body-Worn Cameras (BWC) in 2026.*"

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

The objective of the community consultation was to inform the public about the proposed program and identify the community sentiments, gather feedback on the proposal, and understand potential challenges and opportunities that could inform a future implementation of the program

Methodology

The community consultation was developed and informed by similar community consultations, such as the one conducted by the RCMP and NRPS engaged with academics to learn from best practices to engage and reach the maximum possible number of participants.

The community consultation involved two presentations with community members, six in-person events with two sessions each (i.e., morning and evening) in different locations across the Niagara Region, a dedicated email address, (bodyworncameras@niagarapolice.ca), and a website (<https://www.niagarapolice.ca/en/community/body-worn-cameras.aspx>), including information about the open and public sessions of the community engagement, evidence-based facts and frequently asked questions.

Based on relevant research and common questions reported by other police services we developed four key themes (i.e., stations) for people to read, including key facts and additional information. These key themes were: 1. Transparency and Accountability; 2. Community Trust and Engagement; 3. Privacy and Data Protection; and 4. Public and Officer Safety.

A table presenting the total number of participants by event is presented below:

Table 1. Participants community consultation

Activity	Participants	Dates
Chief of Police Inclusion Council (Presentation)	21	Monday, February 24, 2025
World Café with Community Leaders (Facilitated session)	26	Monday, March 24, 2025
Pen Centre, 221 Glendale Avenue, St. Catharines (Open House)	286	Tuesday, March 18, 2025
Seaway Mall, 800 Niagara Street, Welland (Open House)	178	Friday, March 21, 2025
Gale Centre Arena, 5152 Thorold Stone Road, Niagara Falls (Open House)	137	Friday, March 28, 2025
Vale Health and Wellness Centre, 550 Elizabeth Street, Port Colborne (Open House)	347	Monday, March 31, 2025
Fleming Centre, 5020 Serena Drive, Beamsville (Open House)	176	Tuesday, April 1, 2025
Leisureplex Atrium: 3 Municipal Centre Drive, Fort Erie (Open House)	110	Wednesday, April 2, 2025
Total	1,281	

In addition, from March 7 to April 4, 2025, we conducted two online surveys (i.e., one for community and one for NRPS' members). A total of 1,499 participants accessed the survey and 1,329 participants completed the entire survey, that is an 89% completion rate. A total of 1,188 thoughts (e.g., ideas, suggestions, concerns, opportunities) were shared by participants. Participants had the opportunity to learn about other participants' thoughts and ideas, and were able to rate them using a scale from 1 to 5 stars, where one meant less agreement and 5 meant higher agreement with the thought or idea shared by other participant, a total of 22,195 rates were produced by participants.

A detailed description of the results of the community consultation sessions (i.e., in person) and online survey is presented in the results sections of this report.

Table 2. Online Survey Participants

Survey	Total participants	Total surveys completed	Thoughts shared by participants	Completion rate
NRPS Members	334	289	290	87%
General public	1165	1040	898	89%
Totals	1499	1329	1188	89%

Instruments

The NRPS' members survey was organized into three main sections—demographic questions, general impressions and expectations, and implementation and training needs—with the objective of informing the strategic direction of the BWC program through the candid input of NRPS members.

As well, the Community survey was divided into three sections: the first gathered demographic information, including participants' age, gender, ethnicity, and other background details; the second explored participants' perceptions of body-worn cameras, focusing on trust, accountability, safety, and privacy concerns; and the third sought opinions on the police, specifically regarding their performance, responsiveness, and the community's comfort with police interactions.

In both cases, prior to starting the survey, participants were informed about the privacy of their responses and the use of their information, and they began the survey only after reading and agreeing to the consent statement.

Participant Profile

• NRPS – Members

The participant profile summary reveals that most respondents were frontline officers (66%), followed by civilian staff (16%), and senior police officers (4%), with 14% identifying as "other", including specialty units. In terms of years of employment, 41% had been with the Service for more than 15 years, while 24% had 1–5 years of service. The largest group by department or unit was from Police District Operations (58%), with smaller percentages from Police Operational Support (20%), and other departments. Additionally, responses to grouped categories, such as expectations regarding body-worn cameras, primary concerns, and training needs, showed significant variation, with "other" responses reflecting 11%, 15%, and 5% respectively. It's important to note that participants had the option to skip questions, which may explain slight variations in the total counts.

Table 3. Participant Profile - NRPS' members survey

Category	Option	Count	Percentage
Role	Frontline Officer	182	66%
	Civilian Staff	43	16%

	Senior Police Officer (e.g., Inspector and above)	11	4%
	Other (e.g., administrative support, specialized units, training)	40	14%
Years of employment	More than 15 years	119	41%
	1–5 years	68	24%
	6–10 years	49	17%
	11–15 years	41	14%
	Less than 1 year	12	4%
Department or unit	Police District Operations	150	58%
	Police Operational Support	52	20%
	Police Emergency Investigative Services	16	6%
	Police Executive Services	10	4%
	Senior Executive Group	8	3%
	Corporate Services	3	1%
	Police Technology Services	2	1%
	Other	17	7%

• Community Members

The participant profile for this survey reveals diverse demographics. Most respondents identified as White (81%), with smaller percentages representing South Asian (3%), Black (3%), and other ethnic groups.¹ A significant portion (87%) identified as not part of the Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, and all other sexual orientations and genders (2SLGBTQQA+) community.

In terms of geography, St. Catharines had the highest participation rate (34%), followed by Niagara Falls (24%) and Welland (20%). Most participants were female (56%), with a substantial portion also identifying as male (40%). The age distribution was even, with 23% aged 25–34 years, and 15% in the 55–64 years range. English was the predominant language spoken at home (96%), with small percentages speaking other languages such as Spanish and French.

Regarding participants who self-identified as having a disability, 83% of participants reported no disabilities, while 13% indicated they had one. The data highlights a broad range of identities, roles, and backgrounds, reflecting the diversity within the community participants.

¹ Our survey results were inclusive and closely aligned with the ethnic composition of the Niagara Region, as reported in the 2021 Census. The distribution of respondents generally reflected the region's population, demonstrating strong representativeness. For example, 81% of our survey respondents identified as White, compared to 83.74% in the census. South Asian (3%), Middle Eastern (1%), Latin American (2%), and Black (3%) communities were represented in proportions that closely matched or slightly exceeded their census figures of 2.95%, 0.98%, 1.5%, and 2.83%, respectively. Notably, Indigenous respondents made up 5% of our sample, compared to 3% in the census, indicating a higher level of participation from this group. Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>.

Table 4. Participant Profile - Community members survey

Category	Option	Count	Percentage
Race and ethnicity	White	784	81%
	Prefer not to answer	45	5%
	South Asian	33	3%
	Other (e.g., mixed or multiple ethnicities; Caribbean, Central Asian)	33	3%
	Black	32	3%
	Latin American	23	2%
	First Nations (status)	18	2%
	First Nations (non-status)	18	2%
	Métis	16	2%
	Arab	14	1%
	Indigenous (group unknown)	12	1%
	Southeast Asian	12	1%
	Filipino	10	1%
	West Asian	8	1%
	Unknown or unable to self-identify	7	1%
	Chinese	5	1%
	Japanese	4	0%
	Korean	4	0%
	Inuit	3	0%
2SLGBTQQIA+ Community Identification	No	850	87%
	Yes	84	9%
	Prefer not to answer	41	4%
Municipality	St. Catharines	331	34%
	Niagara Falls	239	24%
	Welland	197	20%
	Port Colborne	117	12%
	Fort Erie	102	10%
	Lincoln	88	9%
	Thorold	88	9%
	Pelham	63	6%
	Niagara-on-the-Lake	49	5%
	Grimsby	46	5%
	West Lincoln	34	3%
	Wainfleet	25	3%

	Other (e.g., smaller towns or rural areas within the region or municipalities outside the Region)	19	2%
	Prefer not to answer	16	2%
Gender	Female	553	56%
	Male	397	40%
	Prefer not to answer	28	3%
	Other	3	0%
Age group	25 - 34 years	228	23%
	35 - 44 years	173	18%
	55 - 64 years	145	15%
	65 - 74 years	124	13%
	45 - 54 years	116	12%
	15 to 24 years	115	12%
	75 years and over	54	6%
	Prefer not to answer	21	2%
Language spoken at home	English	942	96%
	Other (e.g., Spanish, German, Italian, Punjabi)	18	2%
	French	10	1%
	Prefer not to answer	9	1%
Disability identification	No	805	83%
	Yes	127	13%
	Prefer not to answer	31	3%
	Don't know	11	1%

Key Themes and Findings

1) Community consultation with leaders - World Café with Community Leaders (Facilitated session), held on March 24, 2025, 09:00 - 10:30 am

As part of the community consultation on the proposed BWC program, community leaders were consulted to gather input on potential challenges, opportunities, and solutions. Overall, there was support for the implementation of BWC, contingent on a transparent, inclusive, and culturally sensitive approach. Key concerns included privacy, community mistrust, costs, and inconsistent usage policies. Opportunities identified included enhanced transparency, improved safety, stronger community relations, and increased operational efficiency. Community leaders emphasized the importance of involving diverse stakeholders in policy development, providing robust training and communication strategies, and considering a phased or pilot-based rollout. If the proposal is approved by the PSB, the Community consultation with leaders' input

(Appendix 1) will be instrumental in shaping a BWC implementation strategy that reflects community needs and values.

2) Survey results

• NRPS – Members

As reported in table 5, the survey results reflect a generally positive and thoughtful outlook toward the use of body-worn cameras among members of the NRPS. Most respondents recognize the value of these devices, particularly in enhancing evidence collection (72%) and promoting transparency and accountability (58%). There is also strong agreement that body-worn cameras could influence officer discretion (68% agree or strongly agree) and support daily policing duties (42% agree or strongly agree). While some concerns were raised—particularly regarding privacy, potential discipline, and workload, these are balanced by a clear interest in proper implementation, as evidenced by the high demand for legal, technical, and scenario-based training (over 80% in most categories). Overall, the findings suggest a readiness to adopt body-worn cameras, with a focus on ensuring proper support, training, and policy development to maximize their positive impact on policing and community trust.

Table 5. Attitudes and Perceptions of Body-Worn Cameras

Item	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I support the introduction of body-worn cameras in our police service	56 (19%)	43 (15%)	40 (14%)	101 (34%)	55 (19%)
I believe body-worn cameras will be easy to use	50 (17%)	59 (20%)	69 (23%)	86 (29%)	31 (11%)
I believe body-worn cameras will have a positive impact on my daily policing duties	54 (18%)	56 (19%)	60 (20%)	89 (30%)	36 (12%)
I believe body-worn cameras will enhance my ability to gather evidence for investigations	30 (10%)	29 (10%)	51 (17%)	126 (43%)	59 (20%)
I believe body-worn cameras will influence officer discretion in handling situations	27 (9%)	29 (10%)	40 (14%)	117 (40%)	82 (28%)

I am confident that policies and procedures around body-worn cameras will be clear and practical	74 (25%)	69 (23%)	74 (25%)	64 (22%)	14 (5%)
I believe the presence of body-worn cameras will positively affect how the public interacts with officers	61 (21%)	75 (25%)	48 (16%)	79 (27%)	32 (11%)

As reported in table 6, when it comes to expectations, participants highlighted the potential of BWC to improve evidence collection (72%), enhance transparency (58%), and reduce complaints (57%). Key concerns centered around privacy (73%), potential disciplinary actions (68%), and added workload (68%). Nearly all respondents emphasized the need for training and support before implementation, particularly in legal and policy guidance (91%), reviewing footage (86%), and technical operation of the cameras (83%).

Table 6. Expectations, Concerns, and Training Needs Related to Body-Worn Cameras

Category	Response	Count (%)
Expectations from Body-Worn Cameras	Improve evidence collection	196 (72%)
	Enhance transparency and accountability	157 (58%)
	Reduce complaints against officers	154 (57%)
	Improve officer safety	121 (44%)
	Increase public trust	118 (43%)
	Reduce administrative tasks	53 (19%)
	Other (e.g., improve training, aiding internal reviews, and supporting community outreach)	31 (11%)
Primary concerns	Privacy concerns	212 (73%)
	Increased scrutiny and potential discipline	196 (68%)
	Additional workload	196 (68%)
	Operational challenges	170 (59%)
	Other (e.g., data security, morale, and legal implications of footage use)	42 (15%)
	No concerns	14 (5%)
Training and support needs	Legal and policy training	250 (91%)

	Guidelines on reviewing and using footage	237 (86%)
	Technical training on using the cameras	229 (83%)
	Scenario-based training	181 (66%)
	Other (e.g., ethical guidance, community relations workshops)	15 (5%)
	No additional training needed	2 (1%)

Ideas and thoughts shared by NRPS members

In total we received 290 thoughts by NRPS members. The responses to the implementation of body-worn cameras at NRPS reveal a mix of support and concern. Supporters highlight benefits such as increased transparency, accountability, and evidence collection, which could enhance public trust and officer safety. However, many expressed concerns about privacy, the potential for increased scrutiny and discipline, the impact on officer morale, and the financial burden. They are also worried about the practical aspects of managing and vetting footage, the potential hindrance to proactive policing, and the overall effectiveness of the cameras in improving public perception and trust.

Supporters of BWC believe they will enhance transparency, accountability, and public trust. They argued that BWC will provide clear evidence in disputes, reduce frivolous complaints, and improve interactions between officers and the public. Supporters also referred to BWC as a tool for protecting officers from false allegations and enhancing the judicial process.

Opponents of BWC expressed concerns about privacy, increased scrutiny, and the potential negative impact on officer morale and proactive policing. They worried that BWC will lead to micromanagement, hinder officers' discretion, and add to their workload. Critics also highlighted the high costs and logistical challenges associated with implementing and managing BWC footage.

Both supporters and opponents of BWC agree on the importance of proper training for officers. They believe that comprehensive training on the use of BWC is crucial to ensure that officers understand when and how to use the cameras effectively. Proper training can help mitigate concerns about misuse, privacy, and the additional workload associated with BWC. Feedback provided by members will inform a plan and implementation of the program in case of approval.

• Community Members

As shown in Table 7, responses about the perception of police and community interaction indicate a generally positive view of NRPS. Only a small percentage (15%) expressed dissatisfaction with police performance. Regarding the police addressing community concerns, 56% agree or strongly agreed that police are dealing with important issues. On response times, only 20% disagreed that officers respond quickly

to calls for assistance, and the majority agreed or strongly agreed that police response times are adequate (57%). Most respondents (78%) feel comfortable calling the police for help, with only 13% disagreeing, showing a strong sense of trust and accessibility.

Table 7. Perceptions of police

Question / Response	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I believe the police in my area are doing a good job	54 (5%)	105 (10%)	195 (19%)	403 (39%)	264 (26%)
I feel that police officers in my community address the issues that matter most to residents	68 (7%)	138 (14%)	236 (23%)	378 (37%)	195 (19%)
I believe that police officers respond quickly to calls for assistance	65 (6%)	138 (14%)	234 (23%)	379 (38%)	192 (19%)
I feel comfortable calling the police if I need help	51 (5%)	83 (8%)	94 (9%)	313 (31%)	480 (47%)

Perception of Body-Worn Cameras

Support for body-worn cameras is largely positive. 82% believe or strongly believe cameras would increase trust in NRPS officers. About 90% strongly feel cameras would improve officer transparency. In terms of accountability, 89% strongly agree cameras would help. Regarding safety, 73% of participants believe they will feel safer around officers wearing cameras. Additionally, 62% think cameras will reduce the use of force incidents. Finally, 76% of participants believe cameras would improve officer-community relations. Only 10% of participants believe that BWC are an invasion to personal or community privacy.

Table 8. Perceptions of Body-Worn Cameras

Question / Response	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I believe that BWC cameras will increase my trust in NRPS officers	44 (4%)	29 (3%)	103 (10%)	282 (29%)	526 (53%)
I believe that BWC will help NRPS officers be more transparent	40 (4%)	21 (2%)	39 (4%)	291 (30%)	595 (60%)
I believe that BWC will increase NRPS officers' accountability	42 (4%)	20 (2%)	49 (5%)	246 (25%)	622 (64%)

I will feel safer when interacting with NRPS officers who wear BWC	50 (5%)	35 (4%)	183 (19%)	225 (23%)	494 (50%)
I believe that BWC will reduce the use of force by NRPS officers	51 (5%)	60 (6%)	266 (27%)	238 (24%)	369 (38%)
I believe that BWC will improve the relationship between NRPS officers and my community	50 (5%)	38 (4%)	150 (15%)	308 (31%)	438 (45%)
I believe that body-worn cameras are an invasion of personal and/or community privacy	486 (49%)	314 (32%)	82 (8%)	44 (4%)	63 (6%)
I have cultural, religious, or spiritual concerns about the use of body-worn cameras in my community	629 (64%)	207 (21%)	79 (8%)	16 (2%)	47 (5%)

In terms of demographics, most respondents (481, 49%) reported not interacting with an NRPS officer in the past year, while 48% (469) have had such interactions. A small number (33, 3%) preferred not to answer or did not know.

Ideas and thoughts shared by community members

The responses to the proposed initiative for implementing BWC at NRPS highlight several key themes. Many respondents support the initiative, emphasizing the importance of accountability, transparency, and protection for both officers and the public. They believe body cameras can reduce false accusations, improve trust, and provide clear evidence in disputes. Some express concerns about privacy, the cost to taxpayers, and the potential for officers to manipulate footage. Questions about data security, footage retention, and the impact on police behavior are also raised. Overall, there is a strong call for the timely implementation of body-worn cameras to enhance policing practices.

Many respondents believe that BWC are essential for ensuring accountability and transparency for both police officers and the public. They argue that BWC protect officers from false accusations, provide clear evidence in disputes, and help maintain public trust. Supporters also emphasize that BWC can deter misconduct, improve police-community relations, and enhance overall safety.

Some respondents expressed concerns about the implementation of body-worn cameras, citing issues such as privacy invasion, the potential for footage to be misused or leaked, and the high costs associated with the program. They worry that BWC might make officers less personable and could lead to a surveillance state. Additionally, there

are concerns about whether the cameras will always be on and how the footage will be managed and stored.

Both supporters and opponents of body-worn cameras agree on the importance of accountability and transparency in policing. While their views on the implementation of BWC differ, they share a common goal of ensuring that police actions are monitored and that both officers and the public are held accountable for their behavior. This shared value can serve as a foundation for finding balanced solutions that address concerns while promoting trust and safety.

Recommendations and next steps

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

If the program is approved, future engagements should continue to explore these opportunities and refine the program's framework. Policy implications include a focus on clear data management protocols, ongoing community involvement, and potential phased implementation to foster trust and minimize challenges. The insights gained from this consultation will be instrumental in shaping a thoughtful and effective BWC deployment strategy, with the goal of enhancing public safety and police-community relations in the Niagara Region.

Alternatives Reviewed

In the context of this analysis, the only alternative identified is to not proceed with the implementation of BWC, thereby maintaining the status quo. While this approach might avoid immediate challenges, it presents significant long-term implications. Diverse studies highlight the growing gaps among technology, individuals, businesses, and public policy over time. When advancements like BWC are delayed, these gaps expand, making it increasingly difficult to align with evolving public expectations and operational standards. Delaying implementation means falling behind as technology outpaces current practices, and police services lose opportunities to enhance transparency, efficiency, and accountability. Without BWC, the adaptation process for officers and the public is postponed, public trust in police services' commitment to modern practices is undermined, and valuable data-driven insights for improving community interactions are missed. Given that most large police services in Ontario have already adopted BWC,

continuing with the status quo widens the technological and procedural divide, creating a gap that will be challenging to overcome. For these reasons, maintaining the status quo is not recommended.

Relationship to Police Service/Board Strategic Priorities

BWC could be a major component of service modernization as part of the 2022 – 2025 Strategic Plan, aligned with goals: 1. Public Safety, 2. Community Engagement and Collaboration and 3. Continuous improvement and Organizational Continuity.

Relevant Policy Considerations

Internal

- GO - 006 - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT
- GO - 016 - CROWN BRIEF SUBMISSION
- GO - 035 - EVIDENCE AND PROPERTY MANAGEMENT

External

- *Model Governance Framework for Police Body-worn Camera Programs in Ontario*, available: <https://www.ipc.on.ca/sites/default/files/legacy/2021/07/model-governance-framework-police-body-worn-camera-programs.pdf>

Other pertinent reports:

- 2015 – PSB Report 104-2015
- 2016 – PSB Report 279-2016
- 7.1 – 2025.01.23 – Presentation: Use of Body Worn Cameras by Law Enforcement Agencies Update
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Appendices

Appendix 1 Community consultation with leaders results - March 24, 2025.

Appendix 1 World Café Results

World Café-style discussion – Summary Results

Date: March 24, 2025, 09:00 am to 10:30 am (90 minutes)

Purpose of the session: To **(1) share information** about Body Worn Cameras Program and community consultation and **(2) obtain feedback** from community leaders regarding the proposal to implement the program at the Niagara Regional Police Service.

Methodology: World Café-style discussion

Agenda:

- Welcome & Opening Remarks (10 min)
- Brief Presentation on the BWC Program (10 min)
- World Café Discussion
 - o Round 1: Challenges, Barriers, Concerns (20 min)
 - o Round 2: Opportunities & Optimism (20 min)
 - o Round 3: Refining insights & solutions (20 min)
 - o Group Summary & Closing (10 min)

Results

Executive Summary

This report summarizes the insights, concerns, and recommendations provided by community leaders regarding the implementation of body-worn cameras (BWC) by a police service. Community leaders emphasized that while technology offers significant **opportunities** for accountability, transparency, and safety, its success depends heavily on how it is introduced, governed, and communicated to the public.

Key challenges raised include concerns over privacy, cost, cultural sensitivity, policy clarity, and the potential for misuse or politicization. Simultaneously, leaders identified **opportunities** for enhancing community trust, improving officer and public safety, and increasing transparency. Several proposed solutions were put forth, ranging from community consultations and culturally sensitive education campaigns to strong policy frameworks and strategic partnerships.

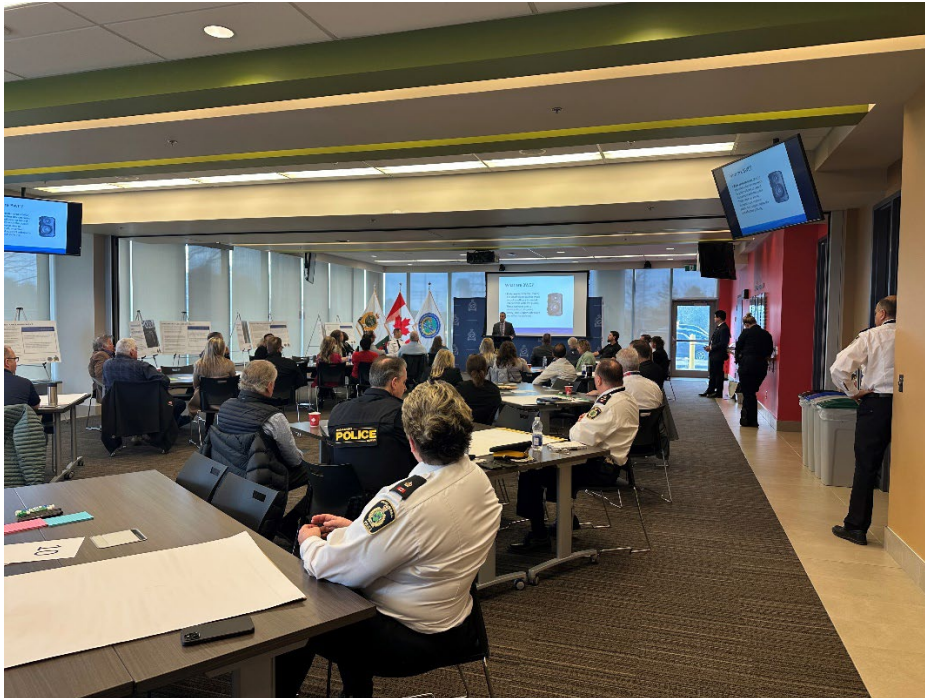
The report concludes with a clear call for a thoughtful, inclusive, and transparent implementation strategy that prioritizes both public trust and officer well-being.

Introduction

The implementation of body-worn cameras (BWC) by police services has gained momentum globally as a tool to enhance public safety, officer accountability, and community trust. In this context, the perspectives of community leaders offer critical insights into both the potential and pitfalls of deploying this technology. This report synthesizes the challenges, opportunities, and proposed solutions shared by community stakeholders to inform a responsive and inclusive implementation strategy. This activity

was conducted on March 24, 2025, as part of the Community Consultation on Body-Worn Cameras.

Pictures gallery



1. Challenges Identified by Community Leaders

Community leaders expressed a range of concerns regarding the implementation of BWC, emphasizing that success will hinge on addressing the following key challenges:

1.1 Privacy and Confidentiality Concerns

- Fear that vulnerable individuals (e.g., victims of domestic abuse, patients, newcomers) may be unwilling to engage with police while being recorded.
- Concerns over who has access to footage and how recordings will be stored, retained, and used.
- Worries about inadvertent capture of witnesses and sensitive situations.

1.2 Cultural and Language Barriers

- Newcomers and marginalized communities may not fully understand their rights or the purpose of BWC.
- Lack of culturally sensitive training for officers and public education for communities.

1.3 Mistrust and Misunderstanding

- Skepticism about police motives and fear of politicization of the initiative.
- Concern that without clear, consistent policies, BWC could be misused or inconsistently applied.

1.4 Operational and Technical Barriers

- Officer discretion on when cameras are turned on/off may create mistrust.
- Concerns about technological reliability (e.g., AI misinterpretation, hacking).
- Significant costs related to hardware, data storage, staffing, and training.

1.5 Implementation and Organizational Resistance

- Resistance to change among officers and uncertainty around association agreements.
- Perception of BWC as a form of surveillance or government overreach.

2. Opportunities Highlighted

Despite the challenges, community leaders identified several promising opportunities associated with BWC:

2.1 Enhanced Accountability and Transparency

- BWC are seen as a potential equalizer in community-police interactions, helping to de-escalate situations and provide an objective record.
- Increased public trust through greater visibility into police conduct.

2.2 Improved Public and Officer Safety

- Cameras may deter inappropriate behaviour by all parties and provide valuable evidence for investigations.

- Opportunity to reduce complaints and lawsuits, freeing up officer time for community engagement.

2.3 Community Engagement and Relationship Building

- BWC could act as a bridge to improve police-community relations if implemented inclusively.
- Framing BWC as tools for fairness, not surveillance, helps shift public narratives.

2.4 Technology-Driven Efficiencies

- Real-time information and AI-enhanced analysis could improve reporting and operational efficiency.
- Positive spillover into other public safety and justice processes (e.g., court efficiency, case preparation).

3. Proposed Solutions from Community Leaders

Community leaders provided a range of constructive suggestions to ensure the successful rollout of BWC:

3.1 Inclusive Policy Development

- Involve community representatives, including vulnerable groups, in co-developing policies.
- Create clear protocols for when and how cameras are used, and ensure they are publicly available.

3.2 Continuous Community Engagement

- Establish forums, surveys, and consultations to gather ongoing feedback.
- Leverage schools and youth programs for education and awareness-building.

3.3 Transparency and Communication

- Develop marketing and communication strategies to clarify the purpose and benefits of BWC.
- Regular public reporting on usage, effectiveness, and challenges faced.

3.4 Training and Cultural Sensitivity

- Provide culturally responsive training for officers, focusing on equity and relationship-building.
- Offer multilingual resources to increase awareness and understanding among diverse communities.

3.5 Cost Management and External Support

- Explore funding partnerships (e.g., with provincial governments) to offset costs.
- Demonstrate long-term cost savings (e.g., reduced litigation, time savings) to build support.

3.6 Pilot Programs and Phased Rollout

- Implement pilot programs to assess impact, refine practices, and build trust.

- Use data and experiences from other jurisdictions to avoid pitfalls and adopt best practices.

Conclusion

The introduction of body-worn cameras offers a powerful opportunity to enhance transparency, trust, and safety within communities. However, these benefits will only be realized if implementation is approached thoughtfully, inclusively, and transparently. The voices of community leaders point to a strong desire for collaboration and a shared vision of safer, more accountable policing. Policymakers and the NRPS must heed this guidance, ensuring that the rollout of BWC is grounded in equity, community, and evidence-based practices.



Community Consultation Body Worn Cameras April 24, 2025

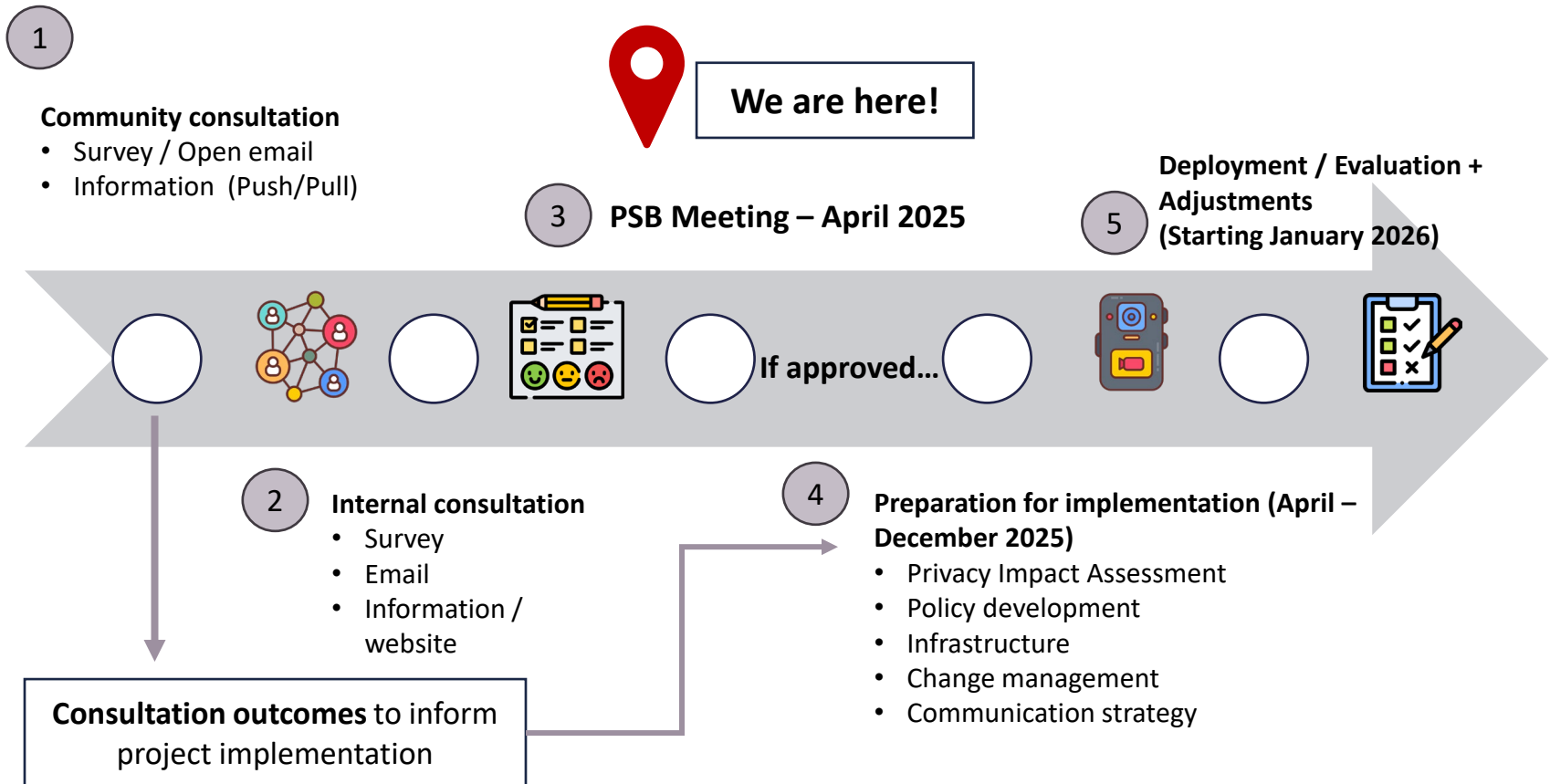
Agenda

1. Introduction
2. Community consultation
 1. Overview
 2. Results
3. Financial and strategic considerations
4. Recommendation

Introduction

- On *January 23, 2025*, the Niagara Regional Police Service presented to the Police Service Board an update on the use of Body-Worn Cameras (BWC) by police service in Ontario and in Canada.
- The Police Service Board approved and directed the NRPS to undertake a Community Consultation to inform the public and NRPS' members about the proposed Body-Worn Cameras program and collect feedback on their opinions about the proposal.
- A community consultation was conducted from *March 7 to April 4, 2025*, inclusive of multiple locations and reaching groups and representatives of groups across the Niagara Region.
- The community consultation reached a total of 2,780 participants across the Niagara Region, inclusive of NRPS' members.

Introduction (continued)



Community Consultation: Overview

- **Period:** March 7 – April 4, 2025
- **Partners:** General public, community leaders, academics, NRPS staff members, other police services, etc.
- **Engagement Methods:**
 - 2 community presentations
 - 6 in-person events (morning & evening sessions)
 - Dedicated email and website with FAQs and evidence-based info.

Community Consultation: Overview (continued)

Objective:

- Inform the public, gather feedback and identify challenges & opportunities
- Include voices of community and NRPS members

Key Consultation Themes:

1. Transparency & Accountability
2. Community Trust & Engagement
3. Privacy & Data Protection
4. Public & Officer Safety

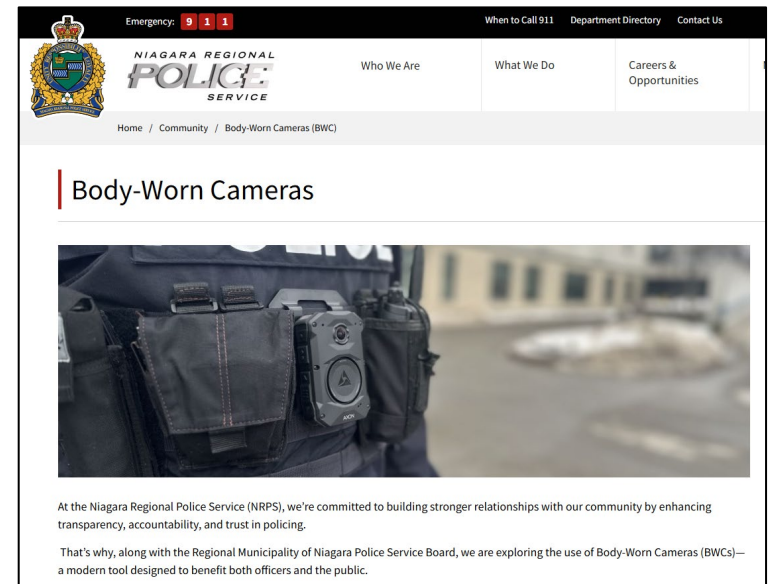
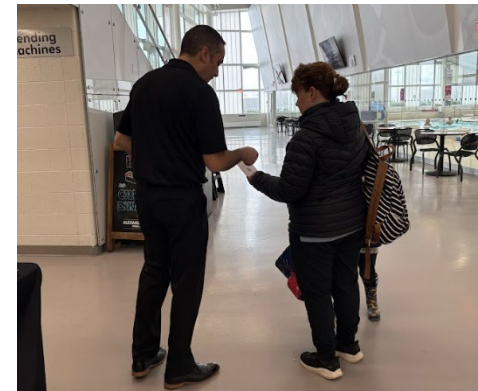
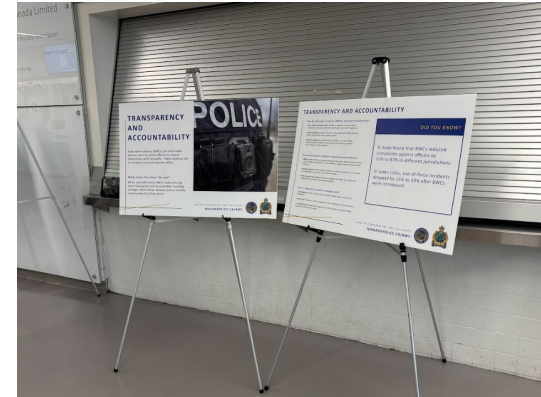


Figure: NRPS BWC - Website

Community Consultation: Overview (continued 2)

- **In-Person Consultations (Feb–Apr 2025)**
 - Total participants: 1,281 across 7 events in 7 municipalities
 - Events included presentations, World Café, and Open Houses
- **Online Surveys (Mar 7 – Apr 4, 2025)**
 - Total participants: 1,499 | Completed surveys: 1,329 (89% completion rate)
 - Thoughts shared: 1,188 | Total ratings submitted: 22,195
 - Two surveys: NRPS members (334) & General public (1,165)
- **Key Instruments**
 - Member survey: demographics, impressions, training needs
 - Community survey: demographics, BWC perceptions, trust, safety

Community Consultation: Open Houses



Community Consultation: Results

Total Participants Engaged: 2,780

- In-Person Consultation Events: 1,281
- Online Surveys (Completed): 1,329 / Online Surveys (Accessed): 1,499
- Ideas and thoughts shared: 1,188 / Total ratings submitted: 22,195

NRPS Members:

- 66% Frontline Officers
- 41% with 15+ years of service

Community Members:

- 81% White, 3.5% South Asian, 3% Black | 9% 2SLGBTQQIA+ | 83% No Disability
- 56% Female | 40% Male
- 34% from St. Catharines, 24% Niagara Falls, 20% Welland
- 96% English spoken at home

Community Consultation: World Café with community leaders



Community Consultation with Leaders

- **Date & time:** March 24, 2025, 09:00 - 10:30 am
- **Consultation focus:** Gathered input from community leaders on the BWC proposal.
- **Key concerns:** Privacy, community mistrust, costs, inconsistent usage policies.
- **Opportunities identified:**
 - Enhanced transparency, safety, and community relations.
 - Increased operational efficiency.
- **Key recommendations:**
 - Involve diverse stakeholders in policy development.
 - Provide robust training and communication strategies.
 - Consider phased or pilot-based rollout.

Community Consultation: Survey Results - NRPS Members

- **General support:** Positive outlook on BWCs.
- **Expectations:**
 - 72%: Improve evidence collection / 58%: Enhance transparency & accountability / 57%: Reduce complaints.
- **Concerns:** Privacy, policy, discipline, and workload.
- **Training demand:** Over 91% legal and policy, 83% technical, and 66% scenario-based training.
- **Support for implementation:** Strong interest in adopting BWCs with proper support.

Community Consultation: Survey Results - NRPS Members (continued)

- **Positive Feedback:** BWC will enhance transparency, accountability, and officer safety.
- **Concerns:**
 - Privacy invasion and increased scrutiny.
 - Impact on proactive policing and officer morale.
 - Logistical challenges and/or potential costs.
- **Agreement:** Training on BWCs and related policies and procedures is essential.

Community Feedback

Positive feedback:

- 15% believe police are not performing well.
- 20% believe that police officers are not responding quickly to calls for service
- 13% do not feel comfortable calling the police if they need help

BWC Perception:

- 82%: BWC will increase trust and 90% believe BWC will improve transparency
- 89%: BWC will increase accountability
- 73%: Feel safer with BWC
- 76%: BWC will improve community relations
- 10% believe that BWC are an invasion to personal/community privacy

Community Consultation: Survey Results - Community Members (continued)

Support for BWC:

- Enhance transparency, accountability, and trust
- Protect officers from false accusations

Concerns:

- Privacy invasion and footage misuse
- Issues with footage management and retention
- Use of BWC for other purposes and potential cost

Community Consultation: Example of highly rated thoughts by participants

- **Accountability:**

"I think it creates accountability on both sides, offering protection to the community members and to the officers involved."

- **Officer Safety & Public Accountability:**

"People lie. Cameras don't."

- **Transparency and Accountability:**

"Body cameras provide an impartial account of any interaction between police and individuals."

Financial and strategic considerations

- Should the Board approve the recommendation, then the Service will include the capital and operating costs in 2026. Preliminary costs associated with capital infrastructure are estimated at \$1,200,000.00 and for operating costs estimated to be \$2,284.187.00 per annum.
- The costs for both capital and operating will be evaluated during the budget process and adjusted accordingly.

Recommendations

- Based on the findings from community consultations and NRPS member surveys, we recommend the approval of the Body-Worn Camera (BWC) program for the Niagara Regional Police Service (NRPS), with budget considerations to be included in the 2026 capital and operating budget.
- This recommendation is supported by strong interest in improving transparency, accountability, and public trust, as well as enhancing evidence collection and officer safety.



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Strategic Plan 2026 - 2029
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-04-16

Recommendation(s)

That the Niagara Police Service Board receive, analyze, and approve the proposed methodology for the development of the Strategic Plan 2026-2029.

Key Facts

- The Community Safety and Policing Act, section 39, requires the Police Service Board (PSB) to prepare and adopt a strategic plan for the provision of policing, at least once every four years.
- The PSB By-Law 413-2024 oversight of the strategic planning process, and the General Order 174.06 guarantees compliance.
- 2025 is the last year of the current Strategic Plan 2022-2025. An evaluation of ongoing achievements and results has been presented annually to the Board on the Strategic Plan annual report.
- As a result, the PSB should consider the development of a new Strategic Plan for the period 2026-2029.

Financial Considerations

There are no financial considerations or cost for the Service at this time. Future financial considerations related to the costs associated with the Strategic Plan will be determined at a later date when the Plan is established.

Analysis

Under Ontario's Community Safety and Policing Act, 2019 (CSPA), police service boards are mandated to prepare and adopt a strategic plan that governs the provision of policing services within their jurisdiction. This legislative requirement is intended to ensure that policing is adequate, effective, and responsive to the specific needs of the communities served. Section 39 of the CSPA outlines a comprehensive framework that the strategic plan must address, including the police service's objectives, priorities, and core functions, as well as performance measures related to crime prevention, community satisfaction, emergency response, and interactions with diverse and vulnerable populations. The plan must also consider key operational areas such as

information technology, resource planning, and police facilities. Importantly, the strategic plan must be informed by meaningful consultation with a broad range of interested parties, including the First Nations band councils, Chief of Police Inclusion Council, municipal councils, representatives of diverse communities, school boards, community organizations, and the public.

The development of the strategic plan is not only a statutory obligation but also an opportunity to articulate a clear, data-informed, and community-centered vision for policing. The plan must reflect the input gathered through consultations and demonstrate how community needs and concerns have been addressed. In addition, it must align with any existing Community Safety and Well-Being¹ plans and consider the unique needs of Indigenous communities and diverse groups. In fulfillment of this mandate, the PSB is undertaking the development of a comprehensive strategic plan and accompanying proposal, which will serve as a roadmap for enhancing police service delivery, promoting transparency, and fostering public trust over the next four-year cycle.

Proposal

The Niagara Regional Police Service (NRPS) and PSB are initiating the development of its Strategic Plan for the 2026–2029 cycle, guided by the legislative requirements of Ontario’s *Community Safety and Policing Act, 2019* (CSPA) and the PSB By-Law 413-2024. This proposal presents a roadmap for building a community-informed, data-driven plan that reflects contemporary policing challenges and opportunities. The strategic planning process embraces a shift from traditional, reactive models to more proactive, community-centric approaches that emphasize flexibility, integration, and the use of technology and data. The initiative is designed to strengthen legitimacy and public trust while aligning with broader organizational systems, processes, and long-term priorities.

The proposed methodology introduces a modernized approach that integrates strategic, tactical, and operational levels of planning with a commitment to execution and accountability. Core components include project and program management approaches to support the strategy formulation and execution, a governance framework, including clear accountability and responsibility levels to clarify roles and responsibilities, and dashboards and other tools to monitor outcomes and effectiveness. The methodology is grounded in alignment with PSB meetings, reporting cycles, and budget planning while fostering internal and external partnerships that enhance service delivery. Emphasis is placed on organizational development and value-based outcomes, moving beyond compliance to produce meaningful and sustainable change in how adequate and effective policing is delivered in the Niagara Region.

A vital element of this proposal is its inclusive and structured consultation strategy. To ensure the plan is informed by diverse perspectives and community needs, PSB and NRPS will engage with a broad range of community partners through meetings,

¹ [Community Safety and Well-Being - Niagara Region, Ontario](#)

facilitated sessions, and online surveys from May to September. The table below outlines the engagement plan:

Table 1. Proposed Participants

Participants	Engagement Method
Police Service Board Members Sub Committees: NRPS Strategic Plan <ul style="list-style-type: none"> • Kevin Gibson, Committee Co-Chair • Nyarayi Kapisavanhu, Vice-Chair • Laura Ip, Member 	Meetings and collaboration
Community Partners <ul style="list-style-type: none"> • Indigenous community • Diverse groups • Business Associations • Elected Officials • First Responders • School and Educational Institutions, • Community Safety & Well-Being Partners 	Facilitated sessions
Niagara Region Community	Online survey
NRPS Members	Survey and in-person sessions

This multi-phase consultation process ensures that the Strategic Plan is reflective of community priorities and internal operational insights, laying the foundation for a plan that is flexible, transparent, actionable and that reflects the priorities of our community and our Service.

Alternatives Reviewed

No reasonable alternatives to the proposed strategic planning approach were identified. The development of a strategic plan is a legislative requirement under the Community Safety and Policing Act, 2019 (CSPA), and the methodology outlined in this proposal is designed to ensure compliance with regulatory obligations while also advancing best practices in strategic planning. The proposed approach incorporates modern principles of evidence-based policing, performance measurement, and community engagement, which are critical to aligning the NRPS's goals with the evolving needs of the region.

Relationship to Police Service/Board Strategic Priorities

This report is being brought forward to comply with section 39 of the Community Safety and Policing Act and PSB By-Law 413-2024.

Relevant Policy Considerations

- Community Safety and Policing Act, sections 39 and 40, requires the Police Service Board to prepare and adopt a strategic plan for the provision of policing, at least once every four years.
- Police Services Board By-Law 413-2024 – Framework for Strategic Planning, outlines the board's strategic planning process.
- General Order 174.06, which provides internal guidance on compliance and reporting standards related to planning and performance monitoring.

Other Pertinent Reports

None

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



Submitted by:

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

Appendices

Appendix 1 Strategic Plan Presentation

NIAGARA REGIONAL POLICE SERVICE



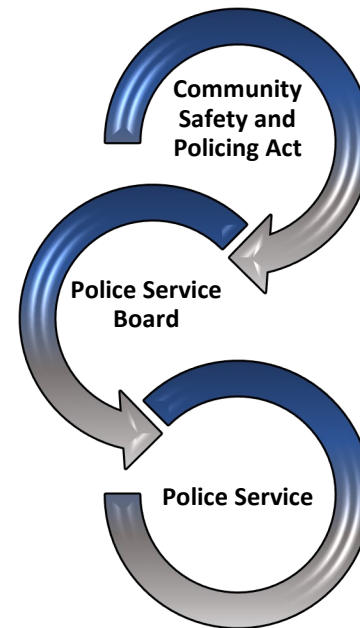
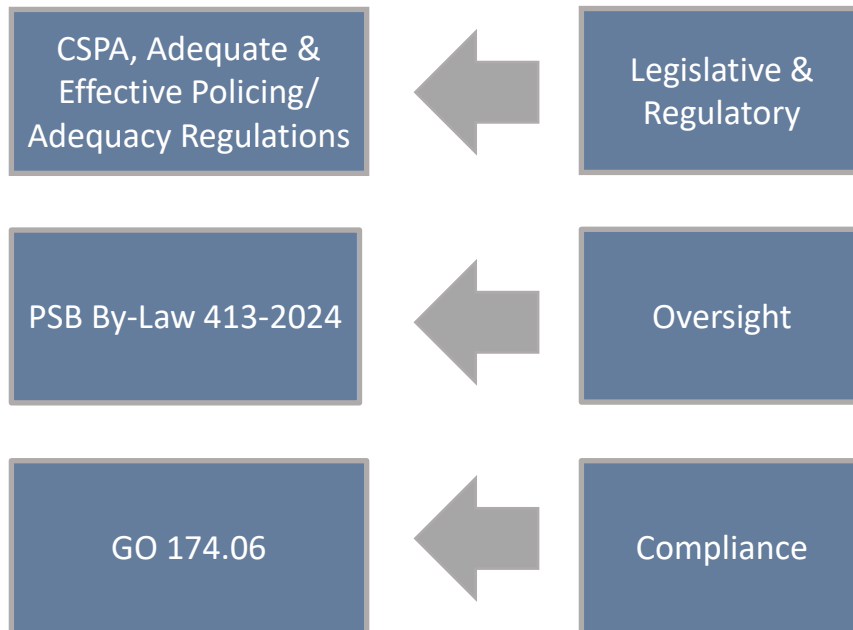
**Niagara Regional Police Service
Strategic Plan 2026-2029
April 24, 2025**



Agenda

1. Regulatory framework
2. How strategic planning in policing is changing
3. Proposed methodology
4. Proposed consultation strategy
5. Roadmap
6. Next steps

Regulatory Context



How Strategic Planning in Policing is Changing



Community-
centric
strategies



From reactive
to proactive
approaches



Integration of
technology
and data



Flexible and
adaptive
planning

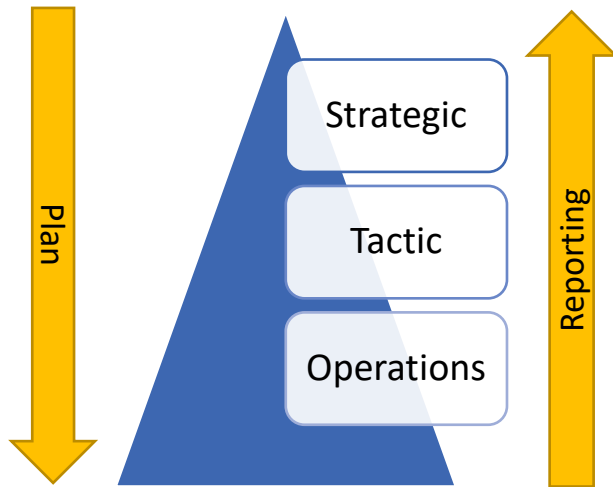
Chief's Vision



A word cloud centered around the word "Community". The words are in various shades of blue and black, with "Community" being the largest and most prominent. Other significant words include "Evidence-Based Policing", "Modernization", "Professionalism", "Continuous Improvement", "Leadership", "Transparency", "Innovation", "Compliance", "Respect", "Diversity", "Unity", "Communication", "Right-Sizing", "Courtesy", "Wellness", "Trust", "Helpful", "Responsibility", "Intelligence", "Led", "Caring", "Loyalty", "Cooperation", "Stratified Policing", "Community Engagement", and "and Mobilization".

Community Centric Policing Professionalism
Intelligence Led Caring Continuous Improvement
Responsibility Modernization Loyalty Cooperation
Wellness Trust Helpful Community Compliance
Courtesy Stratified Policing
Right-Sizing Communication Unity Innovation Diversity
Community Engagement Leadership Respect
Transparency and Mobilization Evidence-Based Policing

Proposed Methodology



Traditional approach



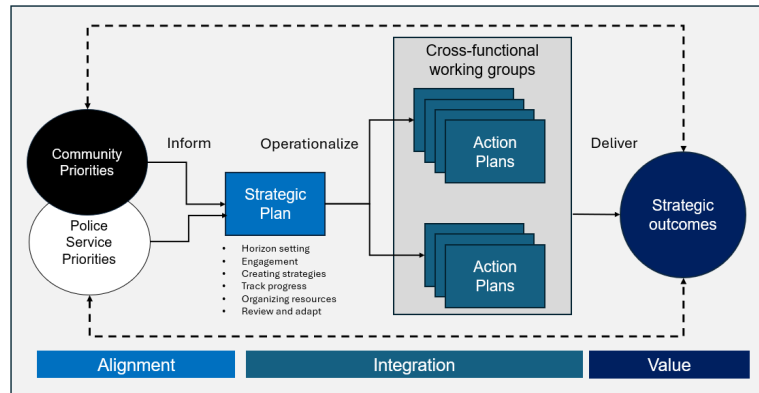
New approach

Proposed Methodology continued

Alignment	Integration	Value
<ul style="list-style-type: none">• PSB meetings / reports• Annual reports• Budget cycles• Roadmaps / journeys• Organizational structure	<ul style="list-style-type: none">• Systems• Processes• Policy• People / culture / skills• Resources• Enhanced partnerships• Internal and external collaborations	<ul style="list-style-type: none">• Organizational development• Community trust, legitimacy• Long term strategic goals• Output-based vs Value-based

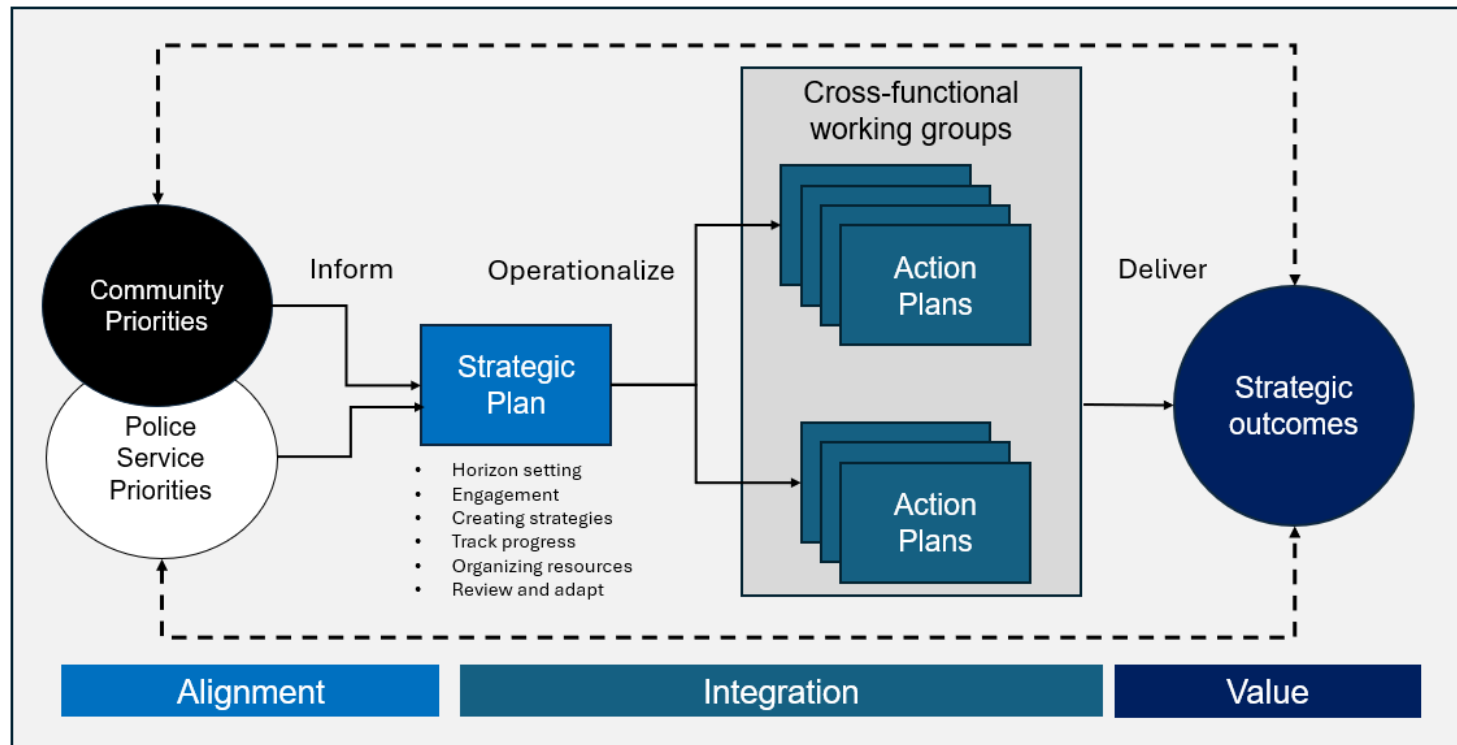
Proposed Methodology continued

2



Strategic Plan – Action Plan	
Project definition	
1. Project identification	
Key priority:	Community Safety
Objective:	1. Decrease Victimization/The Office Rate
Action plan:	1.1 Traffic Safety
Specific objective:	1.1.1 Development and Implementation of Hamilton Traffic Safety Strategy
Priority:	High
Project scope:	The scope of this project is to develop and implement a comprehensive traffic safety strategy in Hamilton with a primary focus on reducing traffic fatalities and personal injuries on the city's roadways. The project will involve collaboration with municipal and provincial partners to enhance education, enforcement, and the road environment. Additionally, the project aims to implement a coalition regarding and advanced traffic analytics to improve safety measures.
2. Activities	
Detailed plan of activities and expected due date:	
1) Work closely with municipal and provincial partners, including other law enforcement agencies, local government, and transportation authorities, to establish a unified approach to traffic safety. 2) Develop partnerships to enhance education, enforcement, and environmental initiatives on Hamilton roadways. For example, formalize strategy for Commercial Motor Vehicle (CMV) enforcement including partnership with MTO and with the City of Hamilton Traffic to work on coordinate education, enforcement and data sharing agreement. 3) Develop educational campaigns and programs aimed at raising public awareness of safe driving practices, including the dangers of speeding, distracted driving, and impaired driving. 4) Collaborate with city planners and engineers to implement recommended road improvements. 5) Strengthen traffic law enforcement efforts by implementing targeted enforcement campaigns and initiatives, such as speed limit enforcement zones and impaired driving checkpoints. 6) Streamline the reporting process to expedite response times and gather valuable data for safety analysis. 7) Create staffing increase to optimize unit. 8) Create CMV dedicated unit to focus on enforcement. 9) Validate community traffic complaints through integrated traffic data strategy. 10) Utilize data-driven strategies to identify high-risk areas for enforcement and improve offender management (e.g., create a framework for score system focused on traffic offender management, and data-driven enforcement strategy for TSO / Patrol with CMV and the City of Hamilton).	

Proposed Methodology continued 3



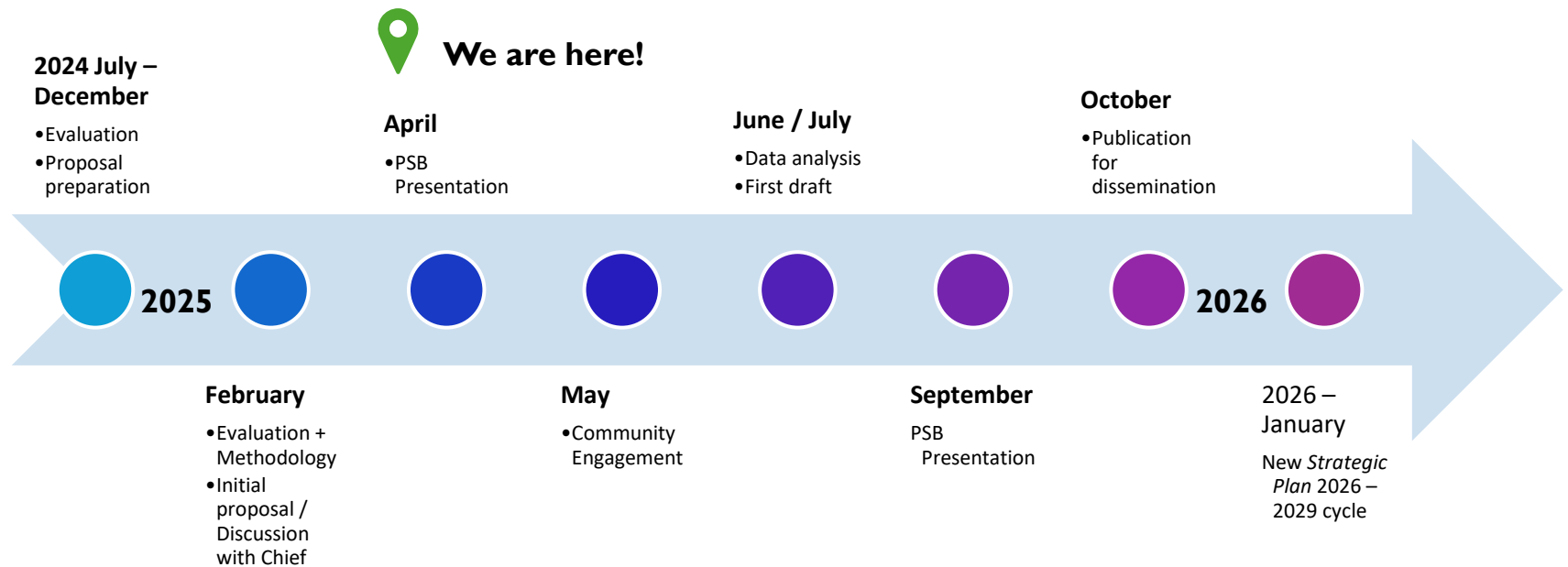
Proposed Methodology continued 4

- ▶ Commitment to execution (Action plans)
- ▶ Project management approach to support strategic priorities (Project-based)
- ▶ Accountability and responsibility (RACI)
- ▶ Resources and effectiveness (Dashboard + indicators)
- ▶ Communication plan (Radiators)

Proposed Consultation Strategy

Participants	Engagement Method	Tentative Dates
Police Service Board members	Meetings and collaboration	April 24, 2025
<ul style="list-style-type: none"> • Diversity and Faith • Business Association • Elected Officials • First Responders • School and Educational Institutions • Community Safety & Well-Being Partners 	Facilitated sessions	May 20, 21 or 28, 2025
Niagara Region Community	Online survey	May 1-30, 2025
NRPS Members	Survey and sessions	May 1-30, 2025 May 29-30, 2025
Police Service Board members	Meetings and collaboration	September 25, 2025

Roadmap



Next Steps

- ✓ Meet with Chief to present proposed methodology and roadmap
- ✓ Meet with ELT to present methodology and roadmap
- Present proposal at PSB (April 24, 2025)
- Execute plan to develop new Strategic Plan 2026-2029 (Starting on April 25, 2025)



**Inspectorate
of Policing**

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Inspector General of Policing Memorandum and Advisory Bulletin

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **March 20, 2025**

SUBJECT: Inspector General Memo and Advisory Bulletin #3:
Municipal Police Service Board Policy on Critical Points

I am writing to share information and advice with you regarding the Toronto Police Service Board's (TPSB) recently approved policy on "critical points," which was first recommended by The Honourable John W. Morden in his 2012 report of the *Independent Civilian Review into Matters Relating to the G20 Summit* (the Morden Report).

A. The need for a "critical points" policy to support a police service board's statutory governance role

The Critical Points Policy, developed in collaboration between the TPSB and Chief Demkiw, responds to Judge Morden's recommendation that there be greater definition and clarity regarding the role of police service boards in providing civilian oversight of the police service during significant events. The need for a policy on critical points has been consistently supported in other reviews and reports examining the role of civilian police governance in the context of significant policing events, including The Honourable Murray Sinclair's report on the *Thunder Bay Police Services Board Investigation* and The Honourable Gloria J. Epstein's report on the *Independent Civilian Review into Missing Person Investigations* (*Missing and Missed*).

The Morden Report discusses the fundamental role of civilian oversight in policing, and describes two essential components of a police board's oversight role, both of which are

supported by a policy that requires information sharing, discussion and reporting over the life cycle of a critical point:

The Governance Component: this represents the authority and responsibility for the development of policies that become the framework within which decisions will be made and actions will be taken by the police service. This is intended to ensure that the police service fulfills its legislated function with due respect to community norms.

The Accountability Component: the process by which actions and activities already carried out by the police service are evaluated to ensure they are consistent with existing policies. This is intended to ensure that decisions which have been taken can be evaluated and addressed in a transparent manner and that lessons learned can be applied to future decisions.¹

B. Inspector General's advice for municipal police service boards to develop a "critical points" policy

I am sharing the TPSB's Critical Points Policy as part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), as a response to these consistent and longstanding recommendations, and in recognition of various recent policing events across this province that may reach the critical points threshold. Embedding and then operationalizing a critical points policy is an important step in modernizing the approach municipal police services and boards across Ontario take to their respective roles, and will serve to strengthen Ontario's policing system in a manner that is consistent with the overall modernization the CSPA was intended to achieve. Therefore, **I advise all Ontario municipal police service boards to review the Policy and, in consultation with chiefs of police and other local stakeholders as may be required, to develop and implement your own policy on critical points soon.**

Please note that this advice is intended for municipal police service boards only and is **not** applicable to OPP detachment boards.

A policy will create a **clear definition** for which significant events reach the 'critical point' threshold. A policy will also formally establish a **reciprocal 'information exchange'** for chiefs and boards to provide information to one another that is relevant to their respective roles. As Judge Morden explained: "With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances."² With this 'information exchange' in place, boards can assess the need to set objectives and priorities for how such events are managed and

¹ The Honourable J. W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (Toronto, 2012), page 83 (Morden Report).

² Morden Report, page 7.

turn their attention to other governance responsibilities that may arise in the context of a critical point. This would include, for example, determining the adequacy of board policies, resources and arrangements with other agencies and orders of government.

I further advise boards to ensure that the implementation of a policy on critical points includes thoughtful review of the TPSB Policy as a starting point, but **expect that factors affecting local policing needs will be considered to develop a policy that is reasonable and relevant for the jurisdiction**. I encourage you to engage your Inspectorate of Policing (IoP) Police Services Advisor for further advisory support as you undertake this work.

When developing your board's own policy on critical points, I have the following additional advice when considering the TPSB Policy:

Reporting on Critical Points, TPSB Policy, section 2, item iv:

A recent revision to CSPA section 19 has transferred authority for requests for temporary policing assistance from boards to chiefs of police. To ensure alignment with the CSPA, in place of item iv in the list of information to be reported by the chief to the chair in the TPSB's current Policy, I recommend the following wording:

"Any plans to involve other organizations, including requests to chiefs of police for temporary assistance pursuant to section 19 of the *Community Safety and Policing Act*."

Chief's Autonomy, TPSB Policy, section 8:

The TPSB Policy reiterates a board's authority to set objectives and priorities and a chief's statutory authority to make and execute the operational plans to achieve them. If the board's objectives are not being met, the chief should be expected to provide information to the board on why and advise on appropriate measures. I urge you to consider the following amendments to the TPSB's Policy, in **bold**:

"If, during the duration of a Critical Point, the Board concludes that, in its view, the **Board's** objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. **The Chief will respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives**. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities."

C. Engagement of the Ontario Association of Chiefs of Police (OACP) and the Ontario Association of Police Service Boards (OAPSB)

As part of our ongoing collaboration with the OAPSB and the OACP, the IoP engaged both organizations to understand any additional considerations on developing or

implementing a policy on critical points. Given the significance of this policy in helping embed components of a modern approach to police service boards' governance responsibilities and the operational responsibilities of chiefs of police, we greatly appreciate the support of the OAPSB and OACP on this issue, and their ongoing commitment to advancing initiatives that support Ontario police and police governance leaders in raising the performance bar in police governance and operations.

D. The IoP will continue to support boards and services in compliance and implementing leading practices

As the IoP gains further operational experience and insights, and through continued engagement with Ontario's policing sector, I will continue to share information and advice on compliance with the CSPA and leading practices that will enhance civilian police governance and improve the delivery of police services. In addition, the IoP will work to create additional resources and opportunities to support the implementation of my advice across the Ontario policing sector.

I trust this information will be helpful to you. Again, I encourage you to reach out to your IoP Police Services Advisor to discuss this matter further.

All IG Memos and Advisory Bulletins are posted on our website: www.iopontario.ca.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

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



TORONTO POLICE SERVICE BOARD

CRITICAL POINTS POLICY

DATE APPROVED	January 14, 2025	Minute No: P2025-0114-4.0
DATE(S) AMENDED		
REPORTING REQUIREMENT	As needed	
LEGISLATION	<i>Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ss. 37(1)(a) and (f), and 38(1)(a) and (b).</i>	

GUIDING PRINCIPLES

Information sharing between the Toronto Police Service (Service) and the Toronto Police Service Board (Board) is foundational to the Board's effective execution of its oversight responsibilities. In particular, information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.

This Policy defines such **Critical Points** and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board acknowledges there are limits to the direction that the Board may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations, or the conduct of specific operations. Therefore, while the Board may set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objective, priority, or outcome will be achieved.

This Policy will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety.

PURPOSE OF POLICY

The purpose of this Policy is to:

- Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise
- Describe the type of information the Board requires from the Chief in order to assess potential Critical Points;

- Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed;
- Strengthen oversight of the Service, consistent with the Board's legislative responsibilities;
- Ensure accountability of the Service to the Board; and
- Ensure that the Chief of Police can discharge their duties according to law.

POLICY OF THE BOARD

It is the Policy of the Board that:

Definitions

1. **Critical Point:** A matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational or other enterprise risk, and, therefore, calls for the Board's immediate attention and/or preparedness to take action.

For example:

- a. Large scale operations or events for which advance planning and approval by the Service's Command is required;
- b. Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
- c. Events or operations that raise significant questions of public policy; or
- d. Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.

For clarity, the above examples are not exhaustive.

Reporting on Critical Points

2. The Chief of Police will inform the Chair or their designate of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:
 - i. The general nature of the Critical Point;
 - ii. The elevated risk(s) posed by the Critical Point;
 - iii. Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of service plans;
 - iv. Any plans to involve other organizations, including, in the case of other law enforcement agencies, recommendations to the Board to

- make requests of other boards or the Ontario Provincial Police Commissioner;
 - v. An estimate of the financial impact;
 - vi. Relevant legislation and other legal requirements that may apply including the need for additional authorities; and
 - vii. Any ongoing considerations, including resources needed, or policy impacts.
3. The Chair will share the information provided by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.
 4. The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.
 5. The Chief will continue to update the Board, through the Chair, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the Agenda of a regularly scheduled Board Meeting, to discuss the Critical Point.

Identification of Critical Points by the Board

6. When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with this Policy, or, alternatively, provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

Chief's Autonomy

7. Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable the Chief will maintain the autonomy to finalize and execute the plans.
8. If, during the duration of a Critical Point, the Board concludes that, in its view, the objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.

Training

9. The Chief will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified; and
10. The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point, and effectively understand their responsibilities with regards to the consideration of Critical Points.

Public Reporting

11. Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:
 - a. The nature of the operational matter related to a Critical Point; and
 - b. Any directions given to the Chief of Police related to a Critical Point.

Inspector General of Policing Memorandum

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: April 1, 2025

SUBJECT: Inspector General Memo #4: Release of the Inspectorate of Policing's
Strategic Plan

In recognition of the one-year anniversary of Ontario's *Community Safety and Policing Act* coming into force and the commencement of my mandate as the Inspector General of Policing, I am pleased to share **The Road Ahead: A Strategic Plan for Ontario's Inspectorate of Policing 2024-2027**. Our Strategic Plan serves as a roadmap outlining the Inspectorate of Policing's (IoP) vision for the next three years. It will guide us in moving forward on our priorities and the work that brings those priorities to life, fulfilling our legislated mandate of serving the public's interest.

Our Strategic Plan focuses on **three key objectives**, all centred around how we will enhance performance and boost public confidence in Ontario's policing sector. In the Strategic Plan, we define each objective, detail its importance, our commitments, and outline our approach to deliver on these commitments.

Over the next three years:

1. We will improve Ontario's policing performance and set a global benchmark
2. We will serve the public interest
3. We will propel greater insights and foresights to address risks

I would like to extend my appreciation to you, Ontario's policing sector, for your invaluable perspectives, which have informed the development of this Plan. In my engagements with you, I have said that it is important for you to see value in the IoP's work; and, so, your insights must necessarily inform what we tackle and how we tackle it. I hope chiefs of police, police service board chairs and members take some time to review our Strategic Plan and see your voices reflected in this document.

We anticipate sharing updates on our progress and the measures of our success in achieving our objectives in future Inspector General Annual Reports.

This Strategic Plan was the product of the efforts and suggestions of many from right across our organization. Prior to finalizing it, we reviewed the Plan with the entire IoP staff so they could see their work reflected in our next three years. I want to thank the team for their hard work and significant contributions in bringing our Strategic Plan from vision to reality.

Thank you for your continued trust and confidence in the Inspectorate of Policing. We look forward to what the next three years – and beyond – will bring.

Sincerely,

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

Ryan Teschner
Inspector General of Policing of Ontario

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

2024–2027

THE ROAD AHEAD



**A Strategic Plan for
Ontario's Inspectorate
of Policing**

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Land Acknowledgement

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

We acknowledge that there are 46 treaties and other agreements that cover the territory now known as Ontario. We acknowledge that we continue to live and work in these territories and are thankful to the First Nations and Métis peoples who have cared for these lands since time immemorial. Their enduring contributions continue to strengthen Ontario and enrich all communities. We also acknowledge the many other Indigenous peoples from Indigenous nations who call this place home. The IoP is honoured to collaborate with First Nations, Inuit and Métis leadership, partners, and communities across their territories. The IoP is committed to deepening its understanding of the rich history of this land while honouring the inherent and treaty rights of Indigenous peoples.

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

Message from the Inspector General of Policing of Ontario

Policing is a core public service. When danger strikes, we expect the police to be there to keep us safe. Whether the police are called on to respond to an active threat, investigate an offence after it has occurred, or prevent crime before it happens, their role is complex, constantly evolving, and fundamental to a safe society.

We deserve the best policing possible, and police services deserve a system that supports them as they do their important work. Society must look ahead to ensure that the police we call upon are equipped to anticipate and effectively address new and emerging threats. Our institutions of independent civilian governance, including police service boards, must ensure that local policing is accountable and being delivered fairly, effectively, and in a manner that meets community needs.

As the grandson of Holocaust survivors, I grew up understanding that when the power of the state – including the police – is misused, the consequences can echo for generations. Early on, my grandparents' stories taught me the importance of ensuring policing services respect, serve and protect all people, regardless of who they are or where they live. And so, it is the legacy of my grandparents and the reminders of their sacrifice that drive my commitment towards public safety and guide me as I lead the Inspectorate of Policing.



"I am proud to serve as Ontario's Inspector General of Policing (IG), and I am confident that the IoP's work in the coming years, guided by the compass this plan represents, will help Ontario distinguish itself for policing excellence worldwide."



As we embark on a new era of policing oversight in Ontario, **the IoP is steadfastly committed to improving performance in policing to make everyone in Ontario safer.**

This is not just a vision, but our mission – a mission now made more tangible with the launch of the IoP’s inaugural Strategic Plan.

This Strategic Plan serves as a roadmap to guide us in fulfilling our mandate and achieving our vision over the next three years. This Plan outlines our approach and the specific work we will undertake to make lasting, positive impact on Ontario’s policing sector and the diverse public it serves. The IoP has a role to play in building bridges between those that deliver policing services, and the public who live, work, and visit in the communities our police serve.

We are committed to engaging police services, boards, employers of special constables, community groups and other police oversight bodies and government to achieve our mission.

We will ask the tough questions the public deserves to have answered, identify best practices in performance where they exist, and be a ‘right touch’ regulator in using our compliance and enforcement tools where they are needed to improve policing performance and maintain public safety.

I am proud to serve as Ontario’s Inspector General of Policing, and I am confident that the IoP’s work – guided by the compass this plan represents and delivered by a dedicated group of public servants that act as inspectors, investigators, advisors, data analysts, data scientists and performance measurement experts – will help Ontario distinguish itself for policing excellence worldwide.

Thank you for your early trust and confidence as the IoP works each day to make Ontario safer for all.

Ryan Teschner
Inspector General of Policing of Ontario

Purpose of the Strategic Plan

Our Strategic Plan serves as a comprehensive roadmap that outlines our vision over the next three years. It will guide us in establishing our priorities and processes to fulfill our legislated mandate of serving the public's interest.

We adopted a three-year approach to achieve these objectives, providing a structured framework for decision-making while remaining flexible to adapt to changing public safety needs. This timeframe pushes us to continually assess and enhance our approach in fulfilling the Inspector General's mandate, based on feedback from the community and results of our work. Through this process, we can identify what we could do differently in pursuit of improving policing service delivery in Ontario. By prioritizing evidence-based decision-making and fostering a culture of continuous growth, we also aim to ensure that Ontario's policing sector – comprised of police services, boards, and special constable employers – operate in a manner that is effective, transparent, accountable, and responsive to the needs of the diverse communities they serve.

In developing this Strategic Plan, we were informed by many sources of information in the policing and police governance domains. We conducted environmental and jurisdictional scans, examined current and future needs assessments, and consulted with our staff, senior management, and members of the policing sector.

How we will measure our success in achieving our objectives is vital. Being transparent about our work and progress is at the heart of our organization. However, as a new entity, we lack a track record of operational experience to identify the most relevant or impactful measures. For this reason, we are in the process of establishing key performance indicators (KPIs) for each objective in this Strategic Plan. Once we establish our KPIs, we will detail them in future annual reports and track our progress against each of them.

We look forward to sharing updates on our vision towards improving police performance and our contributions to making everyone in Ontario safer.

Strategic Objectives

Over the next three years, we will focus on three objectives, including how we will enhance performance and boost public confidence in Ontario's policing sector. For each objective, we detail its importance, our commitments, and outline our approach to deliver on these commitments.

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

We will serve the public interest

We will propel greater insights and foresights to address risks





Source: Angelo Matela

Our Vision

We want every person in Ontario to feel safer in their community, and to have confidence in the policing and police governance they receive.

This means that policing is delivered in a manner that supports and reflects the diversity of the people it serves, while being responsive to the unique needs of each community. This also means that policing and police governance is delivered progressively, fairly, equitably, and based on evidence-informed processes.

We are dedicated to working towards achieving this vision and establishing Ontario as a leader in policing excellence worldwide.

The IoP is dedicated to:

- examining performance through inspections, research, data and analytics to drive evidence-based actions and improvements.
- identifying effective performance and, where improvements are needed, supporting the sector's continuous development; and
- ensuring that the policing sector is responsive to the diverse communities it serves in the context of an increasingly complex service-delivery environment.

Our Values

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

Embodying these values while delivering on our mandate is the key to achieving the objectives in this Strategic Plan.

At the IoP, we believe in:

Continuous Improvement



Identifying effective performance in the policing sector, and where improvements are needed. We will focus on addressing the areas that matter most to the public.

Risk-Informed



Selecting the right tools for the right problems and consider the level of risk present when enforcing policing and police governance compliance.

Independent



Operating at arm's-length from government or any other influence to ensure impartiality and confidentiality in our operations and decision-making.

Integrity



Engaging in activities in a way that inspires public confidence, and that preserves our objectivity, integrity and impartiality.

Fair



Addressing issues of non-compliance in an objective and timely manner that considers local context, with a focus on ensuring trust and confidence in the policing sector.

Transparent



Being transparent in our decision-making and publicly report on our work and their results with the sector and the public.

Collaborative



Working collaboratively with our partners and the regulated entities we oversee to support their success in our shared mission of making Ontario safer.

Ontario's New Inspector General and Inspectorate of Policing

About Ontario's Inspector General and Inspectorate of Policing

Chief Justice of Ontario, the Honourable Michael H. Tulloch's 2017 review of the provincial police oversight system provided recommendations on improving transparency, accountability and effectiveness in police service delivery and its oversight system. These recommendations, along with input from various sources including independent reviews, policing and police governance stakeholders, social services, and diverse Ontario communities, emphasized the need to modernize the laws that govern police service delivery in the province. This led to the establishment of the 2019 *Community Safety and Policing Act (CSPA)* and its regulations, which came into effect April 1, 2024.

The CSPA replaces the *Police Services Act (PSA)* – now over 30 years old – and aims to ensure that policing practices remain responsive to contemporary challenges and community needs. One of the more significant elements of the CSPA is the establishment of the role of Inspector General of Policing (IG), who is responsible for ensuring that adequate and effective policing and police governance is provided to all Ontario communities. The IG is supported by the IoP, an arm's-length division of the Ministry of the Solicitor General, created to provide the operational support necessary to fulfill the IG's mandate under the CSPA.

The Mandate of the Inspector General

The IG's duties, powers and responsibilities are described in Part VII of the CSPA. The IG, supported by the IoP, serves the public interest by promoting improved performance and accountability in the policing sector, while ensuring compliance with the CSPA and its regulations. Under Ontario's CSPA, the IG is empowered to:

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

Who the Inspector General Oversees

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

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

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



The Public We Serve

Ontario has the largest population of any province or territory in Canada and exhibits significant demographic and geographic diversity. In 2023, Ontario's population grew by 3.4 per cent and is now home to approximately 14.5 million people spread across 492 communities. As of 2023, demographic data reveals that 2.7 per cent of Ontarians identify as Indigenous, 34 per cent as a visible minority, and 63.3 per cent as White.

Ontario's communities are spread across both urban and rural areas. Urban centres like Toronto, Ottawa, and Hamilton are economic hubs with high population density. Rural areas contribute to the province's agricultural and natural resources, covering expansive areas with relatively low population density. Ontario is also home to many Indigenous communities and territories with various cultural and governance frameworks. This rich diversity presents unique opportunities and challenges for the way policing services and governance are delivered.

With a diverse and growing population, the policing being provided to these communities should evolve too. With the advent of new technology, tools and practices are being leveraged in response to changes in crime, social issues, and public expectations. These changes are driven by common thinking that emphasizes proactive and collaborative approaches to prevent crime by addressing its root causes and engaging social sectors like healthcare, education, and other services to support community safety and well-being. These collective efforts are propelling the sector towards a more community-oriented, preventative, and accountable model of policing.

The IoP recognizes that we, too, have a role to play in the wider, interdependent system that works together to improve public safety. The IoP is committed to adapting and responding to the ever-changing policing and police governance landscape with modern approaches, to ensure we remain focused on matters that have the greatest impact on communities.

The Operational Independence of the Inspector General

The CSPA creates a new system of policing compliance oversight that is driven by independent, evidence-based decision-making.

The CSPA builds specific protections to ensure the IG functions independently in fulfilling their statutory mandate under the CSPA, and in discharging their operational activities and making oversight decisions. This independence ensures impartiality and integrity in the IG's functions. There are several ways in which the CSPA creates legal protections for the IG's independent decision-making:

- The IG position is an Order-in-Council five-year appointment, renewable for an additional term of five years. This means the appointment is a government order recommended by the Executive Council and signed by the Lieutenant Governor, which is different from ordinary government employment.
- The CSPA specifically prohibits the Solicitor General from directing the IG or any inspector appointed by the IG with respect to their functions under the CSPA.
- While the Solicitor General may make a complaint to the IG about the compliance of a police service or conduct of a police service board member, the IG may refuse to investigate the complaint. The IG must provide written reasons for the decision to decline to act on a complaint.

Who We Are

The IoP is a new, modern organization of professionals who conduct inspections and investigations, research and data analysis and liaise with police services and boards across the province to deliver on the IG's oversight mandate.

The IoP has built a strong team of staff with diverse skill sets, experiences, and backgrounds that are committed to helping improve the delivery of policing services across Ontario. The IoP supports the IG and serves the public interest by ensuring police services and boards comply with Ontario's policing requirements while being responsive to the diverse communities they serve.



The Structure of the IoP

The Inspectorate of Policing

Office of the IG

Supports engagement with the sector, stakeholders and public, as well as public communications.

Investigations, Inspections, and Liaison Branch

Investigates public complaints concerning delivery of policing services and conduct of police service board members. Monitors and conducts inspections of police services and boards to ensure compliance with the CSPA and its regulations. Provides advice to police services, chiefs, boards and First Nation police services who opt-into the CSPA.

Centre for Data Intelligence and Innovation

The IoP's data powerhouse that drives continuous improvement in Ontario's policing sector through data collection, analysis, research, and performance measurement. Supports evidence-based decision-making.

Strategic Objectives



Objective 1:

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

Why is this objective important?

Improving performance is essential for enhancing legitimacy and public trust in policing. It also fosters continuous learning and growth across the sector, which will help us achieve and maintain internationally recognized excellence. Currently, there is no standard model for measuring policing performance in Canada. We seek to change that.

We will create a first-of-its-kind **Performance Measurement Framework** to evaluate the health of Ontario's policing and police governance. We will collect and analyze data and conduct other sector-based research to establish performance baselines. Then, once baselines are established, we will use this framework to identify areas for improvement where our involvement may be needed, and drive evidence-based advancements in policing.

Through this process, we will become a '**Centre of Excellence**' for policing performance in Ontario. This Centre will engage the sector, academia, and other partners to marshal the best of policing and police governance in Ontario and elsewhere. Our ultimate goal is to identify leading practices that are working well, assist the sector in embracing these practices, and raise the overall performance bar to ensure Ontario is a national and international policing leader.

Objective 1:

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

We are committed to:

Establishing a new **performance measurement framework** based on advanced analytics to improve policing and police governance performance.

Becoming a '**Centre of Excellence**', with the goal of positioning Ontario as a global leader in policing.

Advancing knowledge in the broader field of policing research and supporting **evidence-based actions**, focusing on the most critical areas affecting policing.

We will deliver on these commitments by:

- Conducting independent research on performance measurement models in policing and other sectors, engaging the sector in identifying appropriate ways to measure Ontario's policing performance, and incorporating data collection and analytical capacity for a 'made in Ontario' model.

- Partnering with the policing and police governance sector, academia, and others to create a knowledge hub that promotes evidence-based approaches, identifies leading practices in policing and its governance, and facilitates information sharing to support the sector in continued performance improvement.

- Researching issues that affect police services and boards in Ontario to find solutions, and monitoring policing trends to anticipate and respond to future global challenges.
- Publishing our findings to establish an evidence-based foundation for new provincial standards in policing and police governance and supporting our shared responsibility to address these interconnected policing issues.

Objective 2:

We will serve the public interest

Why is this objective important?

Community safety is the core of a healthy and functional society. People want an environment where they feel safe to live, work and play, and where they can trust the institutions that serve them.

Improving the performance of police services and their governance enhances effectiveness, legitimacy, accountability, and trust in the system, ultimately serving the public interest.

The IoP will serve this public interest by asking the questions the public wants to have answered, conducting independent research and analysis, using our findings to inform our priorities, and actively pursuing improvements in policing and police governance provincially. This work will ensure that the actions the police take to prevent, detect, and address crime are responsive to the diverse needs of Ontario's communities.

We will regularly engage with the public and listen to their concerns. We will report on our findings and activities, helping to advance public understanding and contribute to discussions about policing in Ontario. We will also ensure our work reflects the reality that policing is part of a larger interdependent system, and that while policing cannot solely resolve society's most pressing public safety concerns, effective policing is a key component of achieving community safety and well-being.

Objective 2:

We will serve the public interest

We are committed to:

Identifying **what matters most to the public**, and setting our key priorities based on these insights.

Enhancing public trust, confidence and understanding of policing in Ontario.

Equipping the IoP's staff with the **necessary tools to become leading experts** in policing in Ontario, and with the resources to effectively deliver on the mandate of the IG.

We will deliver on these commitments by:

- Identifying trends in the public complaints we receive and conducting independent research and analysis, to guide how we prioritize our efforts and focus on issues and actions with the greatest impact on improving public safety, and through that, public trust.
- Publishing inspection findings, spotlight reports, and annual reports to keep government, the policing sector and the public informed about what is working well in policing, what needs to work better, and how this work is progressing in a manner that is responsive to the diverse needs of communities across Ontario.
- Engaging regularly with the public through our website, social media, and other channels to contribute to public discourse and understanding about the state of policing in Ontario, and the role the IG plays in enhancing it.
- Identifying and seizing learning opportunities for staff that promote their continuous improvement, enhance their understanding of the evolving policing climate, and support their work in fulfilling the oversight mandate of the IG and the needs of the public.

Objective 3:

We will propel greater insights and foresights to address risks

Why is this objective important?

The IG's role is one of compliance and performance oversight, requiring an operating 'right touch' philosophy that determines risk levels throughout the province, and informs decisions on what approaches best address the compliance issues at hand.

To achieve this objective, we have implemented a **risk-based compliance and enforcement framework** that anticipates and uncovers policing and governance issues, identifies leading practices to intervene and resolve them, and ensures compliance with the CSPA and its regulations. Our model also provides deeper insights into the root causes of challenges facing policing and its governance in Ontario and is based on working with municipal police services and boards, the OPP and OPP detachment boards, First Nations Police Services and Boards that have opted-in to the CSPA, and other policing entities to proactively address them. Taken together, this approach seeks to address the most pressing antecedents to public safety risks in Ontario, better positioning the province's police services and boards to anticipate and address these risks.

Our model incorporates findings from the policing sector, along with research and analytics, to establish a risk-focused approach for identifying, assessing, and mitigating potential policing issues before they become critical public safety concerns. Our approach to compliance oversight also helps enhance policing accountability by implementing a clear and consistent approach for monitoring, proactively inspecting, and addressing compliance issues, and publicly reporting on our work and results.

Objective 3:

We will propel greater insights and foresights to address risks

We are committed to:

Fostering a **culture of compliance, risk-identification, and insight-based actions** among the police entities the IG oversees while modelling these values in our oversight approach.

Developing a **comprehensive understanding of trends, challenges, and opportunities** in the policing sector to help advance overall public safety in Ontario.

Operating on our **‘right touch’ philosophy**: using the right tools, at the right time and for the right amount of time, to address compliance issues effectively and proportionate to the level of risk present.

We will deliver on these commitments by:

- Conducting fair, timely and evidence-based compliance inspections that result in actionable outcomes to improve police performance and governance in Ontario and publishing our findings on our website.

- Using high-quality data and research to power analytics that enables proactive monitoring and reporting on policing performance trends, and that identifies priority areas for compliance-related activities to drive evidence-based actions.
- Engaging with the policing sector and special constable employers to identify opportunities for cross-collaboration with other sectors whose work impacts public safety.

- Using our risk-based compliance and enforcement model to guide the IG in applying their duties, exercising their authorities to impose directions and measures, and making other decisions available to them under Ontario’s policing laws (e.g., declaring a policing ‘emergency’).
- Considering the presence of risks and local factors in our monitoring, liaison, and assessment activities, all aimed at ensuring adequate and effective policing is delivered to communities across Ontario.



Contact Us



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www.loPOntario.ca

*Improving policing performance
to make everyone in Ontario safer*

Follow us on our social media channels [X](#) and [LinkedIn](#)

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March 27, 2025

CL 5-2025, March 20, 2025

CSC 2-2025, March 5, 2025

Report CLK 1-2025, March 5, 2025

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

SENT ELECTRONICALLY

Municipal Diversity Plan for Appointments to the Niagara Regional Police Service Board
Report CLK 1-2025

Regional Council, at its meeting held on March 20, 2025, passed the following recommendation of its Corporate Services Committee:

That Report CLK 1-2025, dated March 5, 2025, respecting Municipal Diversity Plan for Appointments to the Niagara Regional Police Service Board, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Municipal Diversity Plan for Appointments to the Niagara Regional Police Service Board, attached as Appendix 1 to Report CLK 1-2025, **BE APPROVED** in accordance with Subsection 28(1) of the Community Safety and Policing Act, 2019.

A copy of the Municipal Diversity Plan is attached as well as Report CLK 1-2025.

Yours truly,



Ann-Marie Norio
Regional Clerk
CLK-C 2025-030

Diversity Plan for Appointments to the Niagara Regional Police Service Board

Approved by: Regional Council

Approval date: March 20, 2025

A. Background

Diversity is often attributed to ethnicity and race; however, it is important to note that diversity encompasses many dimensions, including ability, age, education and socio-economic status and much more. Diversity encompasses all people.

This Diversity Plan is meant to ensure that the members of the Niagara Regional Police Service Board appointed by Niagara Regional Council are representative of the diversity of the population in Niagara, in accordance with Subsection 28(1) of the *Community Safety and Policing Act, 2019*.

This plan shall be considered in any appointment or reappointment by Council of a member of the Niagara Regional Police Service Board. Specifically, Subsection 33(1) of the act states that, "In appointing or reappointing a member of a police service Board, the appointing person or body shall consider,

- (a) the need to ensure that the police service Board is representative of the area it serves, having regard for the diversity of the population in the area;
- (b) the need for the police service Board to have members with the prescribed competencies, if any; and
- (c) any applicable diversity plan."

B. Application

This Diversity Plan applies to all Council appointments and reappointments to the Niagara Regional Police Service Board. In accordance with composition requirements under Section 31 of the act, and based on Council's decision regarding the Board composition, Council appointments will include:

1. Two Members of Council appointed by resolution of Council;
2. The Regional Chair or if the Chair chooses not to be a member of the Board, or is ineligible to be a member of the Board, another Member of Council who is appointed by resolution of Council; and
3. One person appointed by resolution of Council, who is neither a Member of Council nor an employee of the municipality (the "public member").

This plan supplements any other policy and legislative requirements that may apply to a Niagara Regional Police Service Board appointment or reappointment.

Use of this Diversity Plan

To ensure compliance with statutory requirements, this Diversity Plan shall be provided to all decision-making bodies for consideration in any process to appoint or reappoint a Member of Council or public member to the Niagara Regional Police Service Board, as applicable. This includes but is not limited to the following, as applicable:

- All members of a selection panel established to consider applications for appointment to the Board; and
- All Members of Regional Council, which is the statutory appointing body that is required to consider this Diversity Plan in accordance with Subsection 33(1)(c) of the act, as set out in Section A.

The Regional Clerk or designated staff who administer the appointment process for a public member (undertaking, for example, matters such as outreach, recruitment, communications, initial application screening, providing support to decision-making bodies, and writing relevant reports) must also consider the requirements of this plan in any applicable activities.

Additional requirements are provided in Section D of this plan.

C. Legislative requirements relating to diversity and representation on Police Service Boards

This Diversity Plan is required under Subsection 28(1) of the act, which provides that every municipality that maintains a municipal police service Board “shall prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal Board appointed by the council are representative of the diversity of the population in the municipality.” Subsections 28(2) to 28(4) of the act provide requirements with respect to publishing, reviewing and reporting on the diversity plan, as noted in Section E of this plan.

The act includes other provisions regarding the need for a police service board to be representative of the area it serves, having regard for the diversity of the population in the area. These provisions include as follows:

- Section 1 states that policing shall be provided throughout Ontario in accordance with various principles, including, “The need to ensure that police services and police service Boards are representative of the communities they serve.”
- Subsection 29(1) provides that, “If the need to appoint a new member of a police service Board by resolution of a municipality is reasonably foreseeable, the municipality shall take reasonable steps to promote the availability of the

appointment, having regard to the need to ensure that police service boards are representative of the communities they serve.”

- Subsection 33(1) sets out specific matters an appointing body is required to consider in any appointment or reappointment, including representation and diversity, as noted in Section A of this plan.

D. Diversity Plan requirements

Appointment of Members of Council to the Niagara Regional Police Service Board

Processes to appoint a Member of Council to the Niagara Regional Police Service Board may include but not be limited to the following:

- Those who have been elected to Council receive a survey requesting their preferences for appointments to various bodies, including the Niagara Regional Police Service Board prior to the inaugural Council meeting. Regional Council considers those Members put forward for appointment at its meeting held the week following the inaugural Council meeting and by way of resolution, appoints the selected Members.
- A memorandum or circulation of interest used to identify potential appointees based on interest if a vacancy arises during the term of Council.

The following measures are meant to ensure that Members of Council are aware of the statutory requirements related to diversity and representation. They aim to encourage Members of Council representative of the diversity of the Region's population to express interest in a position on the Board so that they may be considered for an appointment in accordance with all other applicable considerations and requirements:

- This Diversity Plan will be provided to all Members of Council in orientation materials at the beginning of their term of office;
- Educational and resource materials respecting the impacts of bias, discrimination and oppression on diverse populations in Niagara, including information on the diverse demographics of Niagara based on Statistics Canada data, and how to make decisions considering diversity, equity and inclusion will be provided to all Members of Council in orientation materials; and
- Any survey, memorandum or circulation of interest provided to Members regarding an appointment opportunity clearly sets out the matters Council is required to consider in making an appointment or reappointment to the Board under Subsection 33(1) of the *Community Safety and Policing Act, 2019*.

Appointment of the Public Member to the Niagara Regional Police Service Board

The public member is recommended for appointment to the Board after a selection process has taken place. The process includes a review of the applications submitted to a selection panel that is comprised of the Members of Council appointed to the Board and two additional Members of Council appointed by Council to the selection panel. The selection panel is responsible to review applications and score them in accordance with an applicant scoring matrix based on the list of competencies, skills and traits that is included in the Police Service Board Roles and Responsibilities Booklet and to make a recommendation to Council.

Considerations described below would ensure that the public member of the Niagara Regional Police Service Board appointed by Council is representative of the diversity of the population in the Region.

- To encourage participation, the Region will undertake proactive communications and focused recruitment strategies that align with the vision and mission of the Diversity, Equity, and Inclusion Action Plan. This proactive approach is adopted with the purpose of reflecting Niagara's diverse demography inclusive of Indigenous peoples, members of Black and other racialized communities, persons with disabilities, women, gender diverse people, members of the 2SLGBTQQIA+ communities, and people from rural and urban locations.
- The Region is committed to equitable and inclusive participation of the public on its Boards and committees and to that end has focused strategies that align with the Region's Diversity, Equity and Inclusion Action Plan vision and mission. These strategies include ensuring that the Region's Boards and Committees, as much as possible, achieve a balance between a variety of technical expertise, professional and lived experience, knowledge and other representation.
- The principles of equity and inclusion for all candidates shall be adopted and implemented by offering clear application deadlines, an inclusive campaign strategy, and selection process with built-in bias awareness, and interviewing procedures using the same questions and same evaluation criteria for all candidates, while integrating inclusive practices to accommodate diverse communication needs and styles.
- The recruitment and selection process for the public member will include advertisements for interested applicants placed by the Office of the Regional Clerk, on the Region's website and social media channels and shared with the local area municipalities. In addition, an effort will be made to tailor the recruitment process specifically, but not exclusively, to reach community organizations that support diverse members from Indigenous, Black and other racialized communities. The recruitment process may also be targeted

to groups that might have qualifications relevant to the Board, such as professionals in the areas of human resources, finance or governance.

Other considerations

As part of the appointment process for the public member of the Niagara Regional Police Service Board, staff administering the process will also consider whether additional measures may be implemented to assist in ensuring that the members appointed by Council are representative of the diversity of the population in the Region, such as:

- Improving outreach and messaging to diverse groups that represent the population and community partners that work with diverse community members, noting requirements under Subsection 29(1) of the *Community Safety and Policing Act, 2019*, relating to promotion of the availability of reasonably foreseeable appointments, as set out in Section C.
- Improving content and plain language of recruitment communications to make the recruitment process more approachable and accessible to more residents with a variety of lived experiences.
- Improving application forms and application data through measures such as optional self-identification questions in the application form to allow applicants to disclose aspects of their identity that could include gender, Indigeneity, race, disability, and sexual orientation. This information may be made available to selection panel members to increase the number of appointees from diverse population groups.
- Providing education and resources for the selection panel to understand the impacts of bias, discrimination and oppression on diverse populations in Niagara. This will include information on the diverse demographics of Niagara based on Statistics Canada data, and how to make decisions considering diversity, equity and inclusion.

Staff may also undertake additional consultation with staff in the areas of Diversity, Equity, Inclusion and Indigenous Relations, Community Services, and Partnerships and Communication as part of the appointment process.

E. Publication, review and reports

Subsections 28(2) to 28(4) of the act require the following with respect to this Diversity Plan:

- The plan shall be published on the Internet in accordance with the regulations made by the Minister, if any.
- The Region shall review and, if appropriate, revise the plan at least once every four years.

- The Region shall publish reports on the implementation of the plan on the Internet in accordance with the regulations made by the Minister, if any.

This Diversity Plan will be proactively posted to the Region's website, subject to any specific requirements provided by any regulations. The plan will be reviewed in accordance with the act and any reports on the implementation of the plan will be published online in accordance with any regulations.

Subject: Municipal Diversity Plan for Appointments to the Niagara Regional Police Service Board

Report to: Corporate Services Committee

Report date: Wednesday, March 5, 2025

Recommendations

1. That the Municipal Diversity Plan for Appointments to the Niagara Regional Police Service Board, attached as Appendix 1 to Report CLK 1-2025, **BE APPROVED** in accordance with Subsection 28(1) of the Community Safety and Policing Act, 2019.

Key Facts

- Effective April 1, 2024, the Police Services Act was repealed and replaced with the Community Safety and Policing Act, 2019 (CSPA), to modernize policing and enhance community safety.
- Section 28 of the CSPA requires municipalities to prepare and approve a Municipal Diversity Plan. The responsibility of the development and approval of this plan falls with Niagara Region as the relevant municipality that maintains a police service board.
- The Region's first Municipal Diversity Plan must be approved by Regional Council before April 1, 2025.
- Once adopted, the plan must be published on the internet along with reports on the implementation of the plan, in accordance with any regulations made by the Minister.
- The plan must be reviewed and if appropriate, revised at least once every four years.

Financial Considerations

Subsection 34(4) of the CSPA provides that the members of the Police Service Board appointed by the Lieutenant Governor in Council or the Minister, shall be remunerated in accordance with the regulations made by the Minister. Those Members of Council and the public member appointed to the Niagara Regional Police Service Board receive remuneration. This remuneration is funded through the Niagara Regional Police annual budget.

Analysis

A new requirement under Subsection 28(1) of the Community Safety and Policing Act (CSPA), 2019, requires every municipality that maintains a police service board to “prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal board appointed by the council are representative of the diversity of the population in the municipality.” Under transition provisions in the legislation, Niagara Region must approve its first municipal diversity plan by April 1, 2025.

Once approved, Council must consider the diversity plan when it appoints members to the Niagara Regional Police Service Board. Subsection 33(1) of the CSPA, provides that in appointing or reappointing a member of a police service board, the appointing body must consider:

- a) The need to ensure that the police service board is representative of the area it serves, having regard for the diversity of the population in the area;
- b) The need for the police service board to have members with the prescribed competencies, if any; and
- c) Any applicable diversity plan.

In accordance with Subsection 31(3) of the CSPA, Council passed a resolution respecting the Board’s composition at its meeting held on April 25, 2024, confirming the composition of the Niagara Regional Police Service Board to be seven (7) members comprised as follows:

- a) The head of the municipal council or, if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;
- b) Two members of the council appointed by resolution of the council;
- c) One person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and
- d) Three persons appointed by the Lieutenant Governor in Council, as provided in Subsection 31(5) of the Community Safety and Policing Act.

In accordance with the Procedure By-law, prior to the inaugural meeting of Council, each person who has been elected to Council shall submit to the Clerk their preferences for the Standing and Advisory Committees of Council, including agencies, boards and commissions, upon which they wish to serve. At its meeting held the week following the inaugural meeting, Council determines the Members to be appointed to the Board. If a

vacancy arises during the term, a circulation of interest is done and Council appoints by way of resolution.

The public member appointee is recommended for appointment based on the recommendation of a selection panel that includes those Councillors that are appointed to the NRPSB and two additional Councillors appointed to the selection panel. The selection panel is responsible to review applications and score them in accordance with an applicant scoring matrix based on the list of competencies, skills and traits that is included in the Police Service Board Roles and Responsibilities Booklet. Based on the scoring process a slate of candidates is selected to be interviewed and a recommendation is made to Council on an appointee.

Recognizing the different ways in which Members of Council and the public member are appointed to the Board, staff developed a proposed Diversity Plan, in consultation with Diversity, Equity, Inclusion and Indigenous Relations staff (attached as Appendix 1), that incorporates various approaches meant to ensure that the members of the Board appointed by Council are representative of the diversity of the Region's population. Diversity is often attributed to ethnicity and race; however, it is important to note that diversity encompasses many dimensions, including ability, age, education, socio-economic status and much more. Diversity encompasses all people. To ensure compliance with statutory requirements, the plan would be provided to all decision-making bodies for consideration in any process to appoint or re-appoint a Councillor or public member to the NRPSB as may be applicable.

With respect to the appointment or reappointment of a Member of Council, the proposed plan includes measures aimed at ensuring that Members are aware of the statutory provisions related to diversity and representation. The plan seeks to encourage Councillors who are representative of the diversity of the Region's population to express interest in a position on the Board so that they may be considered for appointment in accordance with all other applicable considerations. These measures include:

- Providing the Diversity Plan for Appointments to the Niagara Regional Police Service Board to all Members of Council in orientation materials at the beginning of the term of office;
- Providing educational and resource materials respecting the impacts of bias, discrimination and oppression on diverse populations in Niagara, including information on the diverse demographics of Niagara based on Statistics Canada data, and how to make decisions considering diversity,

equity and inclusion to all Members of Council in orientation materials;
and

- Ensuring that any survey, memorandum or circulation of interest provided to Members regarding an appointment opportunity clearly set out the matters Council is required to consider in making an appointment or reappointment to the Board under Subsection 33(1) of CSPA.

For the appointment of the public member to the Board, the Region is committed to equitable and inclusive participation of the public on its boards and committees and to that end has focused strategies that align with the Region's Diversity, Equity and Inclusion Action Plan vision and mission. These strategies include ensuring that the Region's Boards and Committees, as much as possible, achieve a balance between a variety of technical expertise, professional and lived experience, knowledge and other representation.

The principles of equity and inclusion for all candidates will be adopted and implemented through a fair and transparent process that includes interview procedures using the same questions and same evaluation criteria for all candidates. The Diversity Plan includes that staff may undertake additional consultation with Diversity, Equity, Inclusion and Indigenous Relations staff as part of the appointment process.

Once Council approves the Diversity Plan, additional legislative provisions will apply to reviews of the plan and to publishing the plan and related reports as follows:

- Council must review the plan and, if appropriate, revise the plan at least once every four years in accordance with Subsection 28(3) of the CSPA; and
- The plan must be published on the internet in accordance with the regulations made by the Minister, if any, in accordance with Subsection 28(2). Currently no regulations have been made.
- Council must publish reports on the implementation of the plan on the internet in accordance with regulations made by the Minister, if any, in accordance with Subsection 28(4). Currently no regulations have been made.

Once approved, the plan will be proactively posted on the Region' website.

The Municipal Diversity Plan prescribes a process for appointments to the Region's police service board to attain members that are representative of the diversity of Niagara.

Alternatives Reviewed

In accordance with Subsection 28(1) of the Community Safety and Policing Act, 2019, Council is required to approve a diversity plan. As this is a legislative requirement, no alternatives were considered.

Relationship to Council Strategic Priorities

The implementation of this diversity plan aligns with Council's strategic priority – Equitable Region, specifically the objective to ensure that the Region is inclusive, welcoming and free of discrimination.

Other Pertinent Reports

None.

Prepared by:
Ann-Marie Norio
Regional Clerk

Recommended by:
Michelle Sergi
Deputy Chief Administrative Officer

Submitted by:
Ron Tripp, P.Eng.
Chief Administrative Officer

This report was prepared in consultation with Cassie Ogunniyi, Manager, Diversity, Equity, Inclusion and Indigenous Relations

Appendices

Appendix 1 Draft Diversity Plan for Appointments to the Niagara Regional Police Service Board

Diversity Plan for Appointments to the Niagara Regional Police Service Board

Approved by: Regional Council

Approval date: XXX, 2025

A. Background

Diversity is often attributed to ethnicity and race; however, it is important to note that diversity encompasses many dimensions, including ability, age, education and socio-economic status and much more. Diversity encompasses all people.

This Diversity Plan is meant to ensure that the members of the Niagara Regional Police Service Board appointed by Niagara Regional Council are representative of the diversity of the population in Niagara, in accordance with Subsection 28(1) of the *Community Safety and Policing Act, 2019*.

This plan shall be considered in any appointment or reappointment by Council of a member of the Niagara Regional Police Service Board. Specifically, Subsection 33(1) of the act states that, "In appointing or reappointing a member of a police service Board, the appointing person or body shall consider,

- (a) the need to ensure that the police service Board is representative of the area it serves, having regard for the diversity of the population in the area;
- (b) the need for the police service Board to have members with the prescribed competencies, if any; and
- (c) any applicable diversity plan."

B. Application

This Diversity Plan applies to all Council appointments and reappointments to the Niagara Regional Police Service Board. In accordance with composition requirements under Section 31 of the act, and based on Council's decision regarding the Board composition, Council appointments will include:

1. Two Members of Council appointed by resolution of Council;
2. The Regional Chair or if the Chair chooses not to be a member of the Board, or is ineligible to be a member of the Board, another Member of Council who is appointed by resolution of Council; and
3. One person appointed by resolution of Council, who is neither a Member of Council nor an employee of the municipality (the "public member").

This plan supplements any other policy and legislative requirements that may apply to a Niagara Regional Police Service Board appointment or reappointment.

Use of this Diversity Plan

To ensure compliance with statutory requirements, this Diversity Plan shall be provided to all decision-making bodies for consideration in any process to appoint or reappoint a Member of Council or public member to the Niagara Regional Police Service Board, as applicable. This includes but is not limited to the following, as applicable:

- All members of a selection panel established to consider applications for appointment to the Board; and
- All Members of Regional Council, which is the statutory appointing body that is required to consider this Diversity Plan in accordance with Subsection 33(1)(c) of the act, as set out in Section A.

The Regional Clerk or designated staff who administer the appointment process for a public member (undertaking, for example, matters such as outreach, recruitment, communications, initial application screening, providing support to decision-making bodies, and writing relevant reports) must also consider the requirements of this plan in any applicable activities.

Additional requirements are provided in Section D of this plan.

C. Legislative requirements relating to diversity and representation on Police Service Boards

This Diversity Plan is required under Subsection 28(1) of the act, which provides that every municipality that maintains a municipal police service Board “shall prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal Board appointed by the council are representative of the diversity of the population in the municipality.” Subsections 28(2) to 28(4) of the act provide requirements with respect to publishing, reviewing and reporting on the diversity plan, as noted in Section E of this plan.

The act includes other provisions regarding the need for a police service board to be representative of the area it serves, having regard for the diversity of the population in the area. These provisions include as follows:

- Section 1 states that policing shall be provided throughout Ontario in accordance with various principles, including, “The need to ensure that police services and police service Boards are representative of the communities they serve.”
- Subsection 29(1) provides that, “If the need to appoint a new member of a police service Board by resolution of a municipality is reasonably foreseeable, the municipality shall take reasonable steps to promote the availability of the

appointment, having regard to the need to ensure that police service boards are representative of the communities they serve.”

- Subsection 33(1) sets out specific matters an appointing body is required to consider in any appointment or reappointment, including representation and diversity, as noted in Section A of this plan.

D. Diversity Plan requirements

Appointment of Members of Council to the Niagara Regional Police Service Board

Processes to appoint a Member of Council to the Niagara Regional Police Service Board may include but not be limited to the following:

- Those who have been elected to Council receive a survey requesting their preferences for appointments to various bodies, including the Niagara Regional Police Service Board prior to the inaugural Council meeting. Regional Council considers those Members put forward for appointment at its meeting held the week following the inaugural Council meeting and by way of resolution, appoints the selected Members.
- A memorandum or circulation of interest used to identify potential appointees based on interest if a vacancy arises during the term of Council.

The following measures are meant to ensure that Members of Council are aware of the statutory requirements related to diversity and representation. They aim to encourage Members of Council representative of the diversity of the Region's population to express interest in a position on the Board so that they may be considered for an appointment in accordance with all other applicable considerations and requirements:

- This Diversity Plan will be provided to all Members of Council in orientation materials at the beginning of their term of office;
- Educational and resource materials respecting the impacts of bias, discrimination and oppression on diverse populations in Niagara, including information on the diverse demographics of Niagara based on Statistics Canada data, and how to make decisions considering diversity, equity and inclusion will be provided to all Members of Council in orientation materials; and
- Any survey, memorandum or circulation of interest provided to Members regarding an appointment opportunity clearly sets out the matters Council is required to consider in making an appointment or reappointment to the Board under Subsection 33(1) of the *Community Safety and Policing Act, 2019*.

Appointment of the Public Member to the Niagara Regional Police Service Board

The public member is recommended for appointment to the Board after a selection process has taken place. The process includes a review of the applications submitted to a selection panel that is comprised of the Members of Council appointed to the Board and two additional Members of Council appointed by Council to the selection panel. The selection panel is responsible to review applications and score them in accordance with an applicant scoring matrix based on the list of competencies, skills and traits that is included in the Police Service Board Roles and Responsibilities Booklet and to make a recommendation to Council.

Considerations described below would ensure that the public member of the Niagara Regional Police Service Board appointed by Council is representative of the diversity of the population in the Region.

- To encourage participation, the Region will undertake proactive communications and focused recruitment strategies that align with the vision and mission of the Diversity, Equity, and Inclusion Action Plan. This proactive approach is adopted with the purpose of reflecting Niagara's diverse demography inclusive of Indigenous peoples, members of Black and other racialized communities, persons with disabilities, women, gender diverse people, members of the 2SLGBTQQIA+ communities, and people from rural and urban locations.
- The Region is committed to equitable and inclusive participation of the public on its Boards and committees and to that end has focused strategies that align with the Region's Diversity, Equity and Inclusion Action Plan vision and mission. These strategies include ensuring that the Region's Boards and Committees, as much as possible, achieve a balance between a variety of technical expertise, professional and lived experience, knowledge and other representation.
- The principles of equity and inclusion for all candidates shall be adopted and implemented by offering clear application deadlines, an inclusive campaign strategy, and selection process with built-in bias awareness, and interviewing procedures using the same questions and same evaluation criteria for all candidates, while integrating inclusive practices to accommodate diverse communication needs and styles.
- The recruitment and selection process for the public member will include advertisements for interested applicants placed by the Office of the Regional Clerk, on the Region's website and social media channels and shared with the local area municipalities. In addition, an effort will be made to tailor the recruitment process specifically, but not exclusively, to reach community organizations that support diverse members from Indigenous, Black and other racialized communities. The recruitment process may also be targeted

to groups that might have qualifications relevant to the Board, such as professionals in the areas of human resources, finance or governance.

Other considerations

As part of the appointment process for the public member of the Niagara Regional Police Service Board, staff administering the process will also consider whether additional measures may be implemented to assist in ensuring that the members appointed by Council are representative of the diversity of the population in the Region, such as:

- Improving outreach and messaging to diverse groups that represent the population and community partners that work with diverse community members, noting requirements under Subsection 29(1) of the *Community Safety and Policing Act, 2019*, relating to promotion of the availability of reasonably foreseeable appointments, as set out in Section C.
- Improving content and plain language of recruitment communications to make the recruitment process more approachable and accessible to more residents with a variety of lived experiences.
- Improving application forms and application data through measures such as optional self-identification questions in the application form to allow applicants to disclose aspects of their identity that could include gender, Indigeneity, race, disability, and sexual orientation. This information may be made available to selection panel members to increase the number of appointees from diverse population groups.
- Providing education and resources for the selection panel to understand the impacts of bias, discrimination and oppression on diverse populations in Niagara. This will include information on the diverse demographics of Niagara based on Statistics Canada data, and how to make decisions considering diversity, equity and inclusion.

Staff may also undertake additional consultation with staff in the areas of Diversity, Equity, Inclusion and Indigenous Relations, Community Services, and Partnerships and Communication as part of the appointment process.

E. Publication, review and reports

Subsections 28(2) to 28(4) of the act require the following with respect to this Diversity Plan:

- The plan shall be published on the Internet in accordance with the regulations made by the Minister, if any.
- The Region shall review and, if appropriate, revise the plan at least once every four years.

- The Region shall publish reports on the implementation of the plan on the Internet in accordance with the regulations made by the Minister, if any.

This Diversity Plan will be proactively posted to the Region's website, subject to any specific requirements provided by any regulations. The plan will be reviewed in accordance with the act and any reports on the implementation of the plan will be published online in accordance with any regulations.

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 27, 2025

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

SENT ELECTRONICALLY

RE: Councillor Information Request – Regional Council, March 20, 2025

At the Regional Council meeting held on March 20, 2025, Council heard two delegations respecting the tow rotation list that is being used by Niagara Regional Police. The following request was made:

Minute Item 12.3.1

Request that the Regional Clerk contact the Police Service Board Executive Director to have the tow rotation list included as an agenda item for the Police Service Board meeting being held in April. Councillor Steele.

Your consideration of this request is appreciated.

If further information is required, please contact me at 905-980-6000 Ext. 3220 or by email ann-marie.norio@niagararegion.ca

Yours truly,



Ann-Marie Norio
Regional Clerk
CLK- C 2025-029

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

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March 27, 2025

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

SENT ELECTRONICALLY

RE: Councillor Information Requests – Corporate Services Committee, March 5, 2025

At the Corporate Services Committee meeting held on March 5, 2025, Committee considered Report CSD 8-2025 respecting 2024 Year-End Results and Transfer Report. The following requests for information were made:

Minute Item 6.2

Request Niagara Regional Police provide information regarding projected overtime costs for 2025 considering the impact the additional FTE's approved in the 2025 budget might have. Councillor Heit.

Request Niagara Regional Police provide information on the approved budgets or future planned budget request for body cameras. Councillor Heit.

It would be appreciated if you could kindly provide this information at your earliest convenience so that it may be shared with Council.

If further information is required, please contact me at 905-980-6000 Ext. 3220 or by email ann-marie.norio@niagararegion.ca

Yours truly,

A handwritten signature in black ink, appearing to read "Ann Marie".

Ann-Marie Norio
Regional Clerk
CLK- C 2025-028



Campus Safety Services

Brock University
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1812 Sir Isaac Brock Way
St. Catharines, ON
L2S 3A1 Canada
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REPORT OF BROCK UNIVERSITY CAMPUS SAFETY SERVICES

TO

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Date of Report: April 1st, 2025

Date of Board Meeting: April 24th, 2025

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

Reference: Quarterly Report on Brock University Special Constables

Recommendation: Receive for Information

Background:

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

This memorandum of understanding requires Brock University to supply information to the Board, on a quarterly basis, pertaining to complaints, use of force, discipline and arrests associated with officers designated as Special Constables. At present, there are fifteen staff members who have Special Constable status at the University to date. In compliance with the current M.O.U, the following information is provided for the Board's consideration. This M.O.U was updated on February 13th, 2025, in order to align with the new Community Safety and Policing Act and Regulation 396/23 as it applies to Special Constables.

COMPLAINTS

During the 1st quarter of 2025, there were no public complaints that resulted in discipline in relation to any Special Constable of Campus Safety Services.

USE OF FORCE

During the 1st quarter of 2025, the Special Constables did not require the application of use of force options in the performance of their duties.



DISCIPLINE

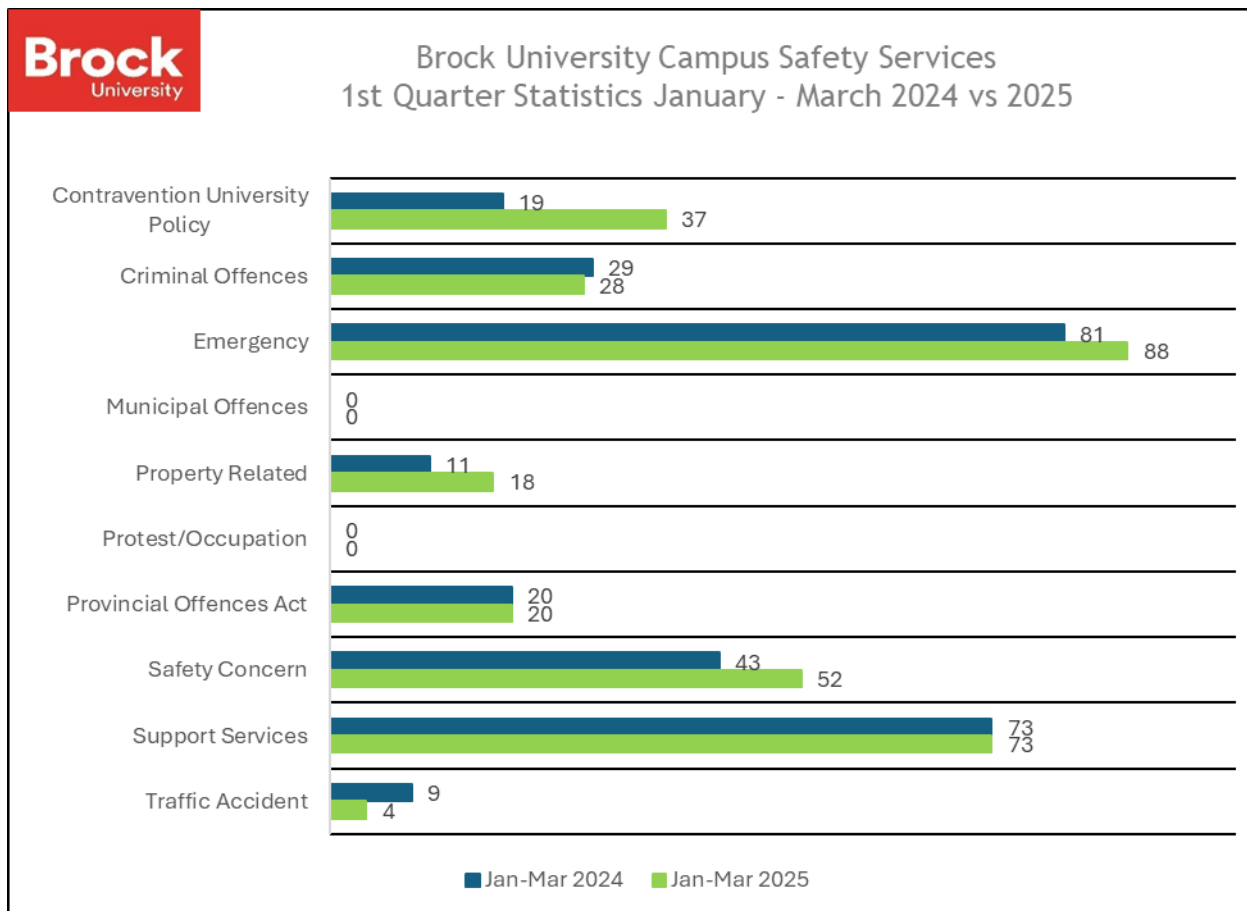
During the 1st quarter of 2025, there were no occurrences that resulted in the arrest of any Special Constables at Campus Safety Services. There was one Special Constable that was disciplined in relation to an internal conduct complaint. The member received the penalty of 35 hours of unpaid leave.

MONTHLY STATISTICS

Campus Safety Services produces a chart which captures calls for service and crime related statistics. The types of calls and their frequency tend to vary over the course of a calendar year, given the higher populations associated with the Fall and Winter Terms. Attached are statistics for the 1st quarter of 2025 (January, February and March), as well as data from the 1st quarter of 2024 for comparative purposes.

<u>Relevant Policy Considerations:</u>	Memorandum of Understanding 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 agreement.

Prepared and approved by: 	Respectfully submitted by: 
Donna Moody, Director Campus Safety Services Brock University	Scott Johnstone Acting Vice-President Administration, Brock University





NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Quarterly Report – Niagara Regional Police Service Authorized Strength as at April 1, 2025

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-04-01

Recommendation(s)

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

Key Facts

- The purpose of this report is to provide the Board with a summary of actual versus authorized strength by rank/salary band of the uniform and civilian complement on a quarterly basis.
- This report is for the quarterly period beginning April 1, 2025.
- The Service's Executive Leadership Team is provided an authorized strength analysis on a monthly basis.

Financial Considerations

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

Analysis

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

The quarterly report for the period beginning April 1, 2025 as follows:

	Authorized	Actual
Chief of Police	1	1
Deputy Chiefs	3	3
Superintendents	6	7
Inspectors	16	15
Staff Sergeants	33	34

	Authorized	Actual
Sergeants	109	114
Constables	651	635
Prehires/Recruit Officers in Training	13	22
Uniform Total*	832	831
Civilian Non Union (Directors HR/Finance, General Counsel)	3	3
Civilian SOA Band 11	1	1
Civilian SOA Band 10	0	0
Civilian SOA Band 9	0	0
Civilian SOA Band 8	8	7
Civilian SOA Band 7	1	1
Civilian SOA Band 6	4	3
Civilian SOA Band 5	1	1
Civilian SOA Band 4	1	1
Civilian SOA Band 3	0	0
Civilian SOA Band 2	1	1
Civilian SOA Band 1	4	4
Civilian NRPA Band 11	22	22
Civilian NRPA Band 10	131	132
Civilian NRPA Band 9	19	19
Civilian NRPA Band 8	27	23
Civilian NRPA Band 7	50	46
Civilian NRPA Band 6	28	28
Civilian NRPA Band 5	34	33
Civilian NRPA Band 4	13	13
Civilian NRPA Band 3	0	0
Civilian NRPA Band 2	0	0
Civilian NRPA Band 1	0	0
Civilian Total	348	338
Service Total	1180	1169

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

Alternatives Reviewed

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

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

Community Safety and Policing Act.

Other Pertinent Reports

8.4 - 2025.01.23 - Quarterly Report - NRPS Authorized Strength as at January 2, 2025

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



Submitted by:

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

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Proceeds of Crime
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-12

Recommendation(s)

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

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 494-2024 – Proceeds of Crime.
- By-Law 494-2024 contains provisions requiring the Chief of Police to report specific information to ensure compliance with the legislative guidelines.
- This report is submitted to the Board with the necessary and required information relating to the Service's response to proceeds of crime investigations.

Financial Considerations

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

Analysis

In accordance with By-Law 494-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of investigations into proceeds of crime. The report shall include:

- a) A summary of the written procedures concerning proceeds of crime investigations;
- b) The status of Service compliance with the said procedures; and
- c) The amount of proceeds of crime seized, and the disposition of such proceeds.

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

- a) *“...a summary of the written procedures concerning proceeds of crime investigations...”*

General Order (GO) 110.08 – *Proceeds of Crime and Offence Related Property* addresses the requirements of the Adequate and Effective Policing Regulations LE-041 and Service By-Law 494-2024. It establishes definitions, duties, and responsibilities as well as the internal reporting process.

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

GO 110.08 is scheduled to be reviewed every 2 years to ensure continued compliance with By-Law 494-2024 and the corresponding Adequate and Effective Policing requirements.

The mandate of the Service’s Proceeds of Crime/Asset Forfeiture Unit is to prosecute persons associated with the accumulation of assets derived from criminal activity throughout the Niagara Region and elsewhere in the Province of Ontario; to identify, seize, and cause those criminal assets to be forfeited.

The Proceeds of Crime Program is an essential component to successfully identify and seize assets associated to criminal organizations and individuals who profit substantially from criminal acts. To enhance this component of major criminal investigations, a budgeted Proceeds of Crime investigator was assigned to Special Investigative Services in September 2018. Shortly thereafter, this officer became part of the Provincial Asset Forfeiture Unit (PAFU) led by the Ontario Provincial Police.

- c) *“...the amount of proceeds of crime seized, and the disposition of such proceeds...”*

In 2024, Niagara-based drug trafficking investigations resulted in the seizure of proceeds of crime totalling \$224,007.89. PAFU is responsible for the collection and submissions to the Seized Property Management Directorate (SPMD) of assets seized during local investigations within Niagara and other investigations across Ontario.

The SPMD administers all seized property, and after disposition hearings (or other judicial orders), the property is liquidated. At times, police services can apply for various federally and provincially administered grants in an effort to access some of the funds for various enforcement or community safety initiatives. Seizures of cash, and other assets forwarded to the SPMD by each police service, are taken into consideration when decisions on granting funds are made.

The Proceeds of Crime/Asset Forfeiture portfolio for the Service has met its performance objectives in accordance with the Adequate and Effective Policing requirements.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

- Board By-Law 494-2024 – Proceeds of Crime
- GO 110.08 – Proceeds of Crime and Offence Related Property
- Adequate and Effective Policing Regulation, Law Enforcement 041 – Proceeds of Crime

Other Pertinent Reports

8.7 – 2024.04.25 Annual Report – Proceeds of Crime - January 1 to December 31, 2023

This report was prepared by David Santo, Staff Sergeant, Special Investigative Services, in consultation with and reviewed by Mike Tripp, Inspector, Major Crime. Recommended by Dave Masotti, Acting Deputy Chief, Community Services.



Submitted by:

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

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Stolen or Smuggled Firearms
January 1 to December 31, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-12

Recommendation(s)

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

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 459-2024 – Stolen or Smuggled Firearms.
- By-Law 459-2024 contains provisions requiring the Chief of Police to report specific information in order to ensure compliance with the legislative guidelines.
- This report is submitted to the Board for review and consideration of information relating to Stolen or Smuggled Firearms by the Service.

Financial Considerations

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

Analysis

In accordance with By-Law 459-2024, the Chief shall make a written report to the Board on or before August 30 of each year in respect of the investigation of stolen or smuggled firearms. This report will contain:

- a) A summary of the written procedures concerning investigations into stolen or smuggled firearms; and
- b) The status of Service compliance with the said procedures.

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

- a) *“...a summary of the written procedures concerning investigations into stolen or smuggled firearms...”*

Written procedures regarding stolen and smuggled firearms are found in General Order (GO) 175.06 Firearms – Investigations/Seizure/Property/Maintenance. This GO gives officers specific instructions on firearm investigational procedures in the various circumstances they may encounter.

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

The procedures, duties, and responsibilities set out in GO 175.06 ensure that the Service is compliant with the Adequate and Effective Policing Regulation LE-019 Stolen and Smuggled Firearms.

The Service has assigned a member of the Service to the Provincial Weapons Enforcement Unit on a full-time basis, and is therefore able to effectively satisfy the provisions of the GO. The assigned member deals with local firearms issues as well as being involved in investigative projects across Ontario and into the United States.

Training initiatives instituted by the province and by the Service have ensured a regular review of the above-noted requirements by Service members. The recruit training process and the coach officer training processes ensure that new Service members, upon being appointed, obtain knowledge of and comply with the requirements of the GO and the policies associated to it.

The following is a brief overview and yearly comparison illustrating the number of firearms seized, reported lost or stolen, and firearms sent for disposal through the Service:

	2022	2023	2024
Seized Firearms	696	822	879
Reported Lost/Stolen	36	50	26
Sent for Disposal	448	836	616

Seized firearms include seizures resulting from criminal investigations, found firearms, firearms voluntarily submitted to police for disposal, firearms seized because of a Judicial Order, and firearms seized by members of the Canada Border Services Agency.

Not all firearms are subject to disposal upon seizure. A firearm that is deemed as evidence and forms the basis of a criminal charge must be retained until the court process has been completed. Upon conviction, the courts can order the item be sent for destruction. In the absence of any such order, the item must be returned to the owner and/or depending on the circumstances, the owner could consent to the item being sent for destruction. In 2024, 120 firearms were returned to the lawful owner.

When a firearm is seized, in the interests of public safety and in accordance with Section 117.04 of the Criminal Code, the item seized must be retained pending the outcome of a mandatory disposition hearing. Again, the item could be the subject of a forfeiture/destruction order or ordered to be returned to the owner.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

- Board By-Law 459-2024 – Stolen or Smuggled Firearms
- GO 175.06 – Firearms - Investigations/Seizure/Property/Maintenance
- Adequate and Effective Policing Regulation, LE-019 – Stolen or Smuggled Firearms

Other Pertinent Reports

8.9 - 2024.04.25 Annual Report – Stolen or Smuggled Firearms - January 1 to December 31, 2023

This report was prepared by David Santo, Staff Sergeant, Special Investigative Services, in consultation with and reviewed by Mike Tripp, Inspector, Major Crime. Recommended by David Masotti, Acting Deputy Chief, Community Services.



Submitted by:

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

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report – Use of Force – January 1 to December 31, 2024
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-28

Recommendation(s)

The Niagara Regional Police Service Board (Board) receives this report for information.

Key Facts

- The purpose of this report is to provide the Board with the required information pursuant to Board By-Law 506-2024 relating to procedures on the use of force.
- Board By-Law 346-2014, enacted in response to Ontario Regulation 926 under the Police Services Act, 1990 and the corresponding Provincial Adequacy Standard AI-012 Use of Force, were in force during a portion of the review period of this report.
- Board By-Law 506-2024, enacted in response to Ontario Regulation 391/23 – Use of Force and Weapons and Ontario Regulation 87/24 – Training, contains provisions requiring the Chief of Police to report specific information to ensure compliance with legislated requirements under the Community Safety and Policing Act, 2019 (CSPA), which came into force on April 1, 2024.
- Ontario Regulation 926 under the Police Services Act, 1990 and Ontario Regulation 391/23 – Use of Force and Weapons under the CSPA; and Ontario Regulation 87/24 – Training sets out the terms and conditions under which use of force is reported and how training in relation to use of force is conducted.

Financial Considerations

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

Analysis

By-Law 506-2024 section 5.2 details specific annual requirements that are to be reported as follows:

The Chief shall make written reports to the Board, including but not limited to an annual report on the use of force/training issues, which 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 section 4.2.1 of the By-Law and in accordance with prescribed Regulations and Adequacy Standards;
- b) all matters in which Part B of the use of force report that were retained for more than the required timeframes outlined in section 17(1), (2) and (3) of Ontario Regulation 391/23: Use of Force and Weapons made under the CSPA;
- c) all matters in which Part B of the use of force report was retained for more than 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 sections 4.4.1. and 4.4.2 of the By-Law regarding the discharge of firearms;
- g) the nature of critical incident trauma aftercare available pursuant to section 4.8 of the By-Law and the number of members using the aftercare arrangements;
- h) Service compliance with equipment standards of the Ministry as amended from time to time;
- i) a summary of Service policy regarding disposition of old equipment and comment on Service compliance with the policy;
- j) 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.

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

- a) use of force trends and the Service response to such trends, as disclosed by the procedures referred to in section 4.2.1 of the By-Law and in accordance with prescribed Regulations and Adequacy Standards:

Please see Appendix A - 2024 Use of Force Statistical Analysis Report.

Training

- b) all matters in which Part B of the use of force report that were retained for more than the required timeframes outlined in section 17(1), (2) and (3) of Ontario Regulation 391/23: Use of Force and Weapons made under the CSPA:

There were no applicable matters in the reporting period.

- c) all matters in which Part B of the use of force report was retained for more than 30 days, the reasons therefore, and the action taken in respect of members in connection with the retained report:

There were no applicable matters in the reporting period.

- d) in respect of training whether use of force training meets or exceeds Ministry standards as amended from time to time:

Use of force training is scheduled and conducted in a manner that meets or exceeds Ministry Standards. Officers participate in use of force certification/recertification at least once every 12 months. Training Unit instructors are accredited through the Ontario Police College to deliver de-escalation, use of force and firearms training. Training follows O. Reg. 87/24: Training, O. Reg. 391/23: Use of Force and Weapons and Ministry of Solicitor General's Use of Force Guidelines regarding training on communication, physical control, impact weapons, aerosol weapons, conducted energy weapons, and firearms. Training includes legal requirements, the exercise of judgement, safety, theories relating to the use of force, and practical proficiency; delivered via classroom presentation and scenario-based training activities. This ongoing training is to ensure that an officer can assess a situation quickly to determine the appropriate response and to evaluate whether a physical method is required to subdue an individual, or to prevent injury to the individual, the officer, or a member of the public.

- 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:

Every year a small number of members are unable to participate in use of force training due to medical restrictions. In accordance with section 4.3 of the By-Law, and regulations under the CSPA, those members are not deployed to positions that require use of force capabilities until their medical conditions allow them to receive the required use of force training. Of all those members who participate annually in use of force training, there is generally a small percentage, typically in the firearms requalification, who are required to make a second attempt to achieve the provincial adequacy standard. They are afforded that opportunity to do so as soon as possible, usually the same day. During the reporting period all active-duty members were able to achieve the training standard at first attempt or following remedial opportunities.

- f) a summary of all reports made pursuant to 4.4.1. and 4.4.2 regarding the discharge of firearms:

Section 4.4.1 states that, *"The Chief shall ensure that all reports on investigations of death or injury resulting from the discharge of a firearm made pursuant to*

section 9 of O. Reg. 391/23: Use of Force and Weapons are submitted to the Board within thirty (30) days of such incident occurring".

Section 4.4.2 states that, *"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".*

In 2024, no use of force interaction led to the discharge of a firearm.

- g) The nature of critical incident trauma aftercare available pursuant to section 4.6 of the By-Law and the number of members using the aftercare arrangements:

Service General Order 09.12: Psychological Wellness Programs sets out policy and procedures with respect to the Critical Incident Response facilitated by the Member Support Unit and Peer Support Team, backed by the Service Psychologist and Mental Health Clinician. The teams provide immediate support to members who are involved in a critical incident by organizing a defusing/debriefing and check in with members at regular intervals to offer additional support or to connect members and their families with community resources from a list of pre-screened mental health practitioners. The Member Support Unit also operates an Early Intervention Program that monitors members' cumulative exposure to critical incident trauma and ensures that members receive the appropriate level of support.

Further, General Order 254.04: Reintegration Program sets out policy and procedure for supporting members in dealing with the natural stress of critical incidents and exposure to stressful events. Support is provided through delivery of a program integrating exposure, drills, and scenarios that have been individualized to the needs of each participating officer and their situation. Details and statistics on critical incident trauma aftercare programs are reported to the Board annually by the Member Support Unit.

- h) Service compliance with equipment standards of the Ministry as amended from time to time:

There were no amendments to equipment standards during this reporting period.

- i) a summary of Service policy regarding disposition of old equipment and comment on Service compliance with the policy:

The disposal of Service firearms is initiated by the Training Unit, or Quartermaster Stores. Disposal is conducted by the Firearms Officer and the procedure is consistent with that prescribed for seized or received firearms, as set out in General Order 035.13: Evidence and Property Management.

- j) 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:

On April 1, 2024, the Police Services Act R.S.O 1990 was replaced by the CSPA (2019) and relevant regulations, including O. Reg. 391/23: Use of Force and Weapons and O. Reg. 87/24: Training. The new legislation set training requirements significantly impacted the capacity of the Training Unit to deliver initial and re-certification training, in accordance with a prescribed schedule and following prescribed training standards.

The new training regulation mandates Mental Health Crisis Response Training to all sworn members of the Service, delivered via an initial course and re-certification training within every 12 months. Immediate Rapid Deployment training delivered via a 3-day basic course and re-certification training within every 24 months. Incident Command training for frontline patrol and supervisory positions up to and including Critical Incident Commanders. Patrol Carbine initial 4-day training and re-certification within every 12 months for all member assigned to frontline patrol.

Additionally, there are new mandates for re-certification training of Training Unit instructors and the provision of appropriate resources to ensure their ongoing professional development, in order to meet the growing needs of the Service.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the Board By-Law 506-2024.

Relevant Policy Considerations

- Police Service Board By-Law 506-2024
- O. Reg. 391/23: Use of Force and Weapons made under CSPA
- Provincial Adequacy Standard AI-012
- Niagara Regional Police Service, Use of Force General Order 053.26

This report was prepared by Chad Davidson, Constable, Use of Force Analyst, Training Unit, in consultation with Hector Perez, Corporate Analyst, reviewed by Mike Casella, Staff Sergeant, Training Unit, and reviewed by Lynda Hughes, Acting Superintendent, Executive Services. Recommended by Luigi Greco, Deputy Chief, Support Services.



Submitted by:

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

Appendices

Appendix A - 2024 Use of Force Statistical Analysis Report

Appendix A

2024 Use of Force Statistical Analysis Report

The following Statistical Analysis Report will review 2024 use of force data collected through mandatory use of force reporting, as outlined in this appendix forming the Chief's annual report to the Board, directed by Board By-law 506-2024 and specific to section 5.2:

- a) use of force trends and the Service response to such trends, as disclosed by the procedures referred to in section 4.2.1 of the By-law and in accordance with prescribed Regulations and Adequacy Standards:**

The Service's General Order 053.26 provides direction to members on the use of force and details the procedures to be followed in the reporting of use of force.

A member shall submit a report through the chain of command to the Chief of Police, in the manner prescribed, whenever the member:

- (a) draws a handgun in the presence of a member of the public, excluding a member of a police service while on duty;
- (b) points a firearm (including a long-gun, shotgun, or carbine) at another person or discharges a firearm;
- (c) uses Oleoresin Capsicum (OC) aerosol spray and/or OC Fogger on another person;
- (d) draws and displays a conducted energy weapon to a person with the intention of achieving compliance;
- (e) points a conducted energy weapon at a person;
- (f) discharges a conducted energy weapon;
- (g) uses a weapon other than a firearm on another person;
- (h) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse, or paramedic;
- (i) uses a police service dog when such use results in a dog bite; or,
- (j) uses approved Emergency Task Unit weapons or ammunition.

Use of force reporting is prescribed by Ontario Regulation 391/23, which came into force on April 1, 2024.

During the review period of this report, Ontario Regulation 532/22 was in force and reporting was mandated in section 14.5 (1), which outlined the requirements when a member of a police service was required to submit a use of force report; and sections 14.6 (1) and 14.7 (1), which outlined when individual and team reporting in relation to use of force was directed.

An individual report refers to the submission of an electronic use of force report by an individual officer, or by an immediate supervisor if the officer is unable to submit a report.

A team report may be submitted by two or more officers acting in co-ordination in response to a single event; the supervisor of a containment team, tactical unit or hostage rescue team, or an officer designated by the supervisor, on behalf of all the officers if, one or more members do any of the following:

1. A member draws a handgun in the presence of a member of the public.
2. A member points a firearm at a person.
3. A member draws and displays a conducted energy weapon to a person with the intention of achieving compliance.
4. A member points a conducted energy weapon at a person.

If a member has taken an action in relation to which a use of force report must be completed, other than an action set out in paragraphs 1 to 4 above, the officer must personally complete a use of force report in relation to all actions taken by the officer; and a supervisor or officer designated by the supervisor may submit a use of force report on behalf of all the remaining officers.

An incident requiring the response of multiple officers, the deployment of the Emergency Task Unit or Public Order Unit can result in the submission of multiple use of force reports.

PUBLIC INTERACTIONS vs. USE OF FORCE INCIDENTS

In 2024, members of the Niagara Regional Police Service responded to 145,256 calls for service (both public and officer generated), documented as incidents in the Records Management System. The number of calls for service does not represent the total of interactions between members of the Service and members of the public.

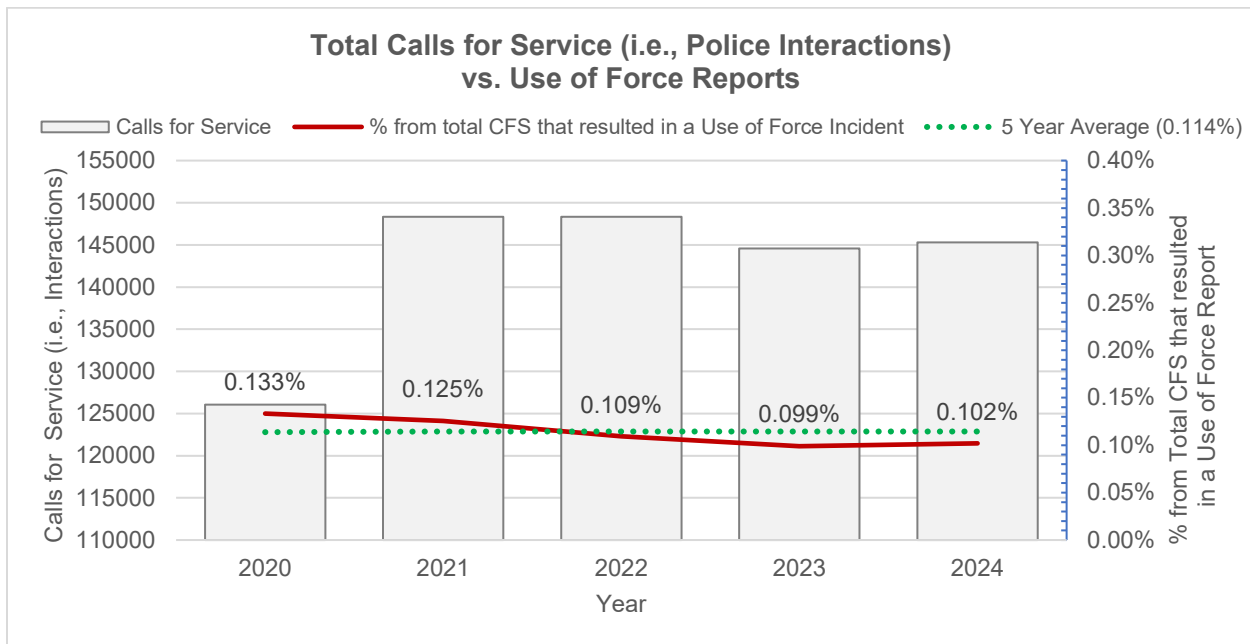
Total interactions are difficult to enumerate as there are varying factors during police encounters. These include multiple individuals at the same interaction, traffic stops and other public contact or community engagement that may not be captured as a call for service.

In 2024, of the total 145,256 recorded police interactions, there were 131 use of force incidents that produced a total of 148 use of force reports. This included 94 individual reports and 54 team reports.

As reported in figure 1, this means that in 2024 approximately 0.102% of all recorded public-police interactions resulted in a use of force report. That is less than 1% of public interactions, and less than the 5-year average of 0.114%. The changes in reporting requirements makes year over year comparisons analytically challenging for analyzing reports versus incidents.

As indicated above, team reports can be submitted when a handgun is drawn, firearm pointed at a subject, or a conducted energy weapon is drawn, displayed, or pointed at a subject. Individual reports are submitted in the same circumstances by a single responding officer or when the officer applies force that requires the submission of an individual report.

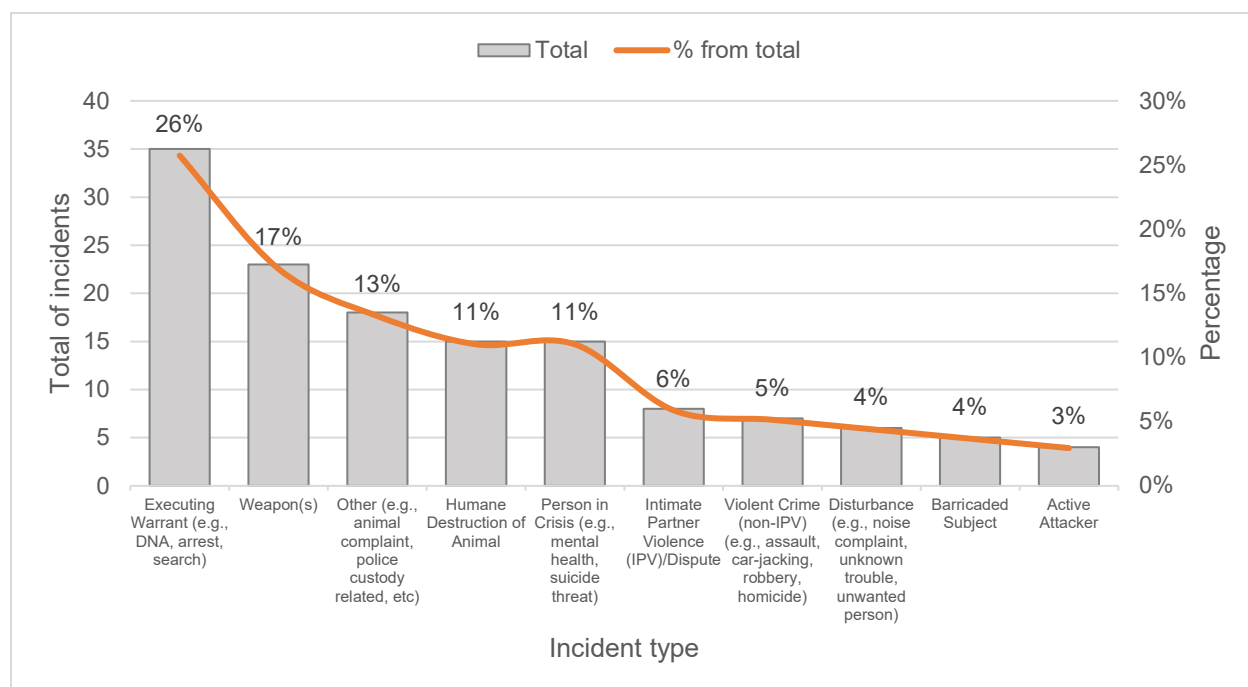
Figure 1. Comparison of calls for service and use of force reports from 2020 to 2024



INCIDENT TYPES

As illustrated in Figure 2, the top 3 incident types during which use of force reports were submitted were Execution of a Warrant (26%), Weapons (17%), and Humane Destruction of an Animal (11%), which made up for more than 54% of all incident types. The next 3 highest frequency incidents resulting in use of force report submissions were, Person in Crisis (11%), Disturbance (Intimate Partner Violence (IPV) (6%) and Violent Crime (non-IPV) (e.g., assault, carjacking, robbery, homicide) (5%). These 6 categories or incident types made up 80% of all use of force reports.

Figure 2. Use of Force - Incident Types



Incidents Involving Weapons

Members draw their firearms when they reasonably believe it is necessary to protect themselves or the public against the threat of serious bodily harm or death. Most use of force report submissions occur when officers respond to weapon-related incidents, or when they reasonably believe that they will encounter weapons during the execution of a warrant, or when a weapon was involved in the incident precipitating police response.

Incidents with Armed Subject

In 2024, members submitted use of force reports in response to incidents involving a total of 160 subjects. The circumstances of each use of force incident vary, and officers must consider many different factors when deciding on the most appropriate response. Reported weapons data reflects all the information available to officers at the time of

response and may include their belief that a subject was armed with more than one weapon. According to use of force report data, subjects were believed to have had access to 102 weapons, 59 of which were firearms: 42 were believed to have been a firearm within reach, 3 were firearms in the subject's hand, and 14 had firearms concealed on their person. Additionally, members encountered 1 aerosol weapon, 9 impact weapons, 28 edged weapons, and 14 weapons of opportunity described as "other", including impact weapons, and a vehicle used as a weapon.

USE OF FORCE OPTIONS

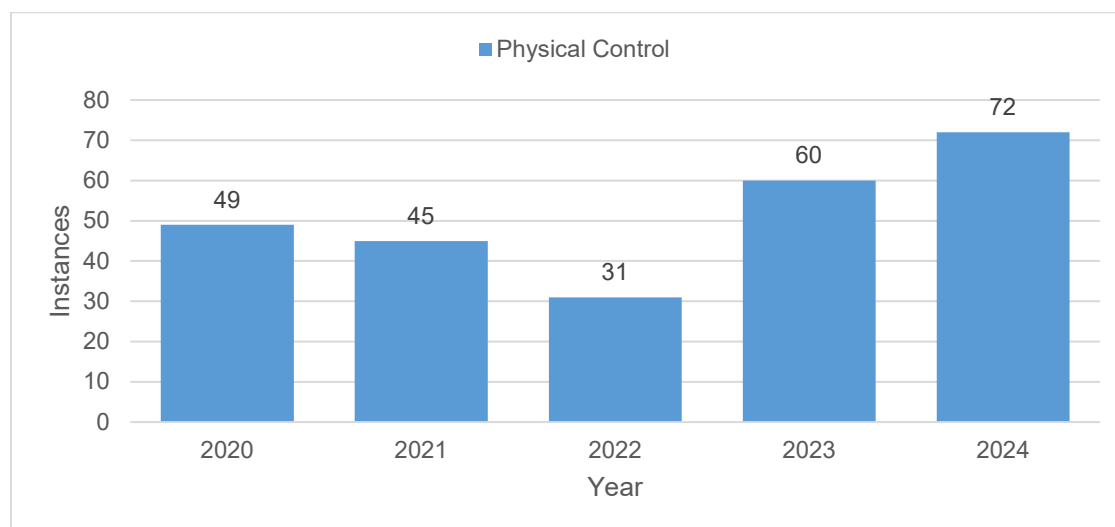
Physical Control

The use of physical control refers to the application of physical force upon a subject and includes soft techniques such as controlling an arm/wrist and hard techniques such as a strike or a grounding technique. The mere act of escorting a subject or placing them in handcuffs is an example of physical control, but does not require a use of force report to be submitted.

Use of force reports are mandated following the application of physical control techniques, only if the subject requires medical attention. For example, if an officer strikes and/or grounds an assaultive subject and the subject sustains an injury that requires medical attention, a use of force report must be submitted. A use of force report may also be required when physical control techniques are used in combination with other use of force options, and not necessarily because of injuries requiring medical attention.

In 2024, physical control techniques were reported on 72 occasions compared to, 60 occasions in 2023, 32 occasions in 2022, 45 occasions in 2021, and 49 times in 2020 (see Figure 3).

Figure 3. Physical Control

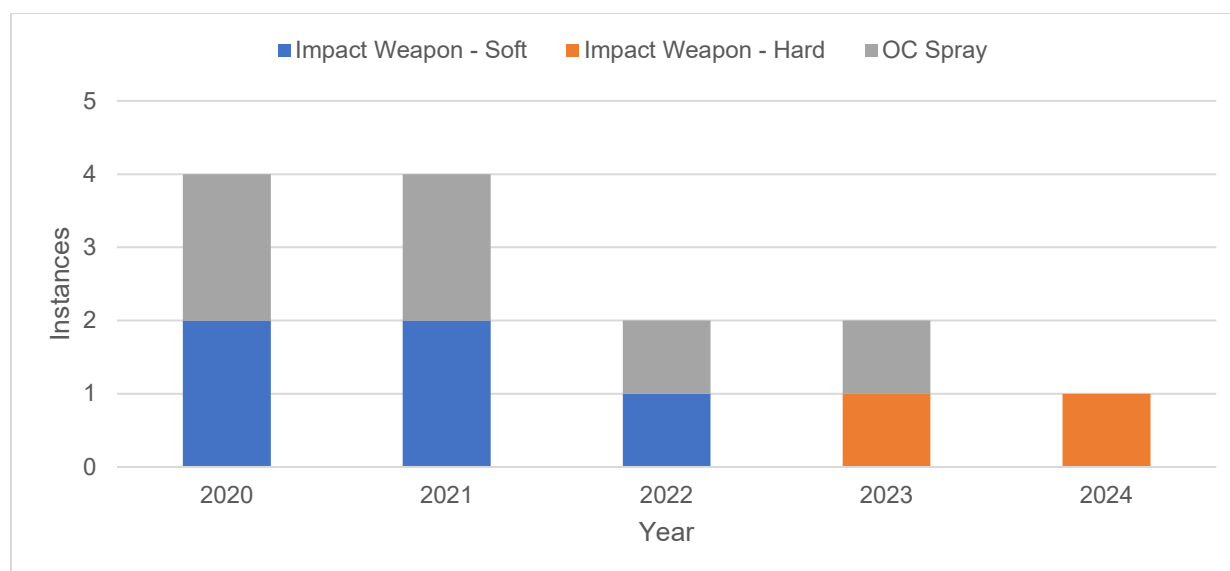


Impact and Aerosol Weapons

Oleoresin Capsicum (OC, or pepper spray) spray is 100% organically based and is classified as an inflammatory agent designed to impair a subject psychologically and physically with no long-lasting effects. In 2024, there were no reported uses of OC spray. In 2023, there was one application of OC spray, there was one application in 2022, two applications in 2021, and two in 2020.

Impact weapons (batons) are deployed in two ways: hard (strikes) and soft (used as a lever to aid in physical control). In 2024, an impact weapon was used on one occasion in a hard application. In 2023, an impact weapon was used on one occasion in a hard application, in 2022 it was used on one occasion in a soft application, in 2021 on two occasions in soft applications, and in 2020 it was used on two occasions in soft applications (see Figure 4).

Figure 4. 2024 Use of Impact and Aerosol Weapons

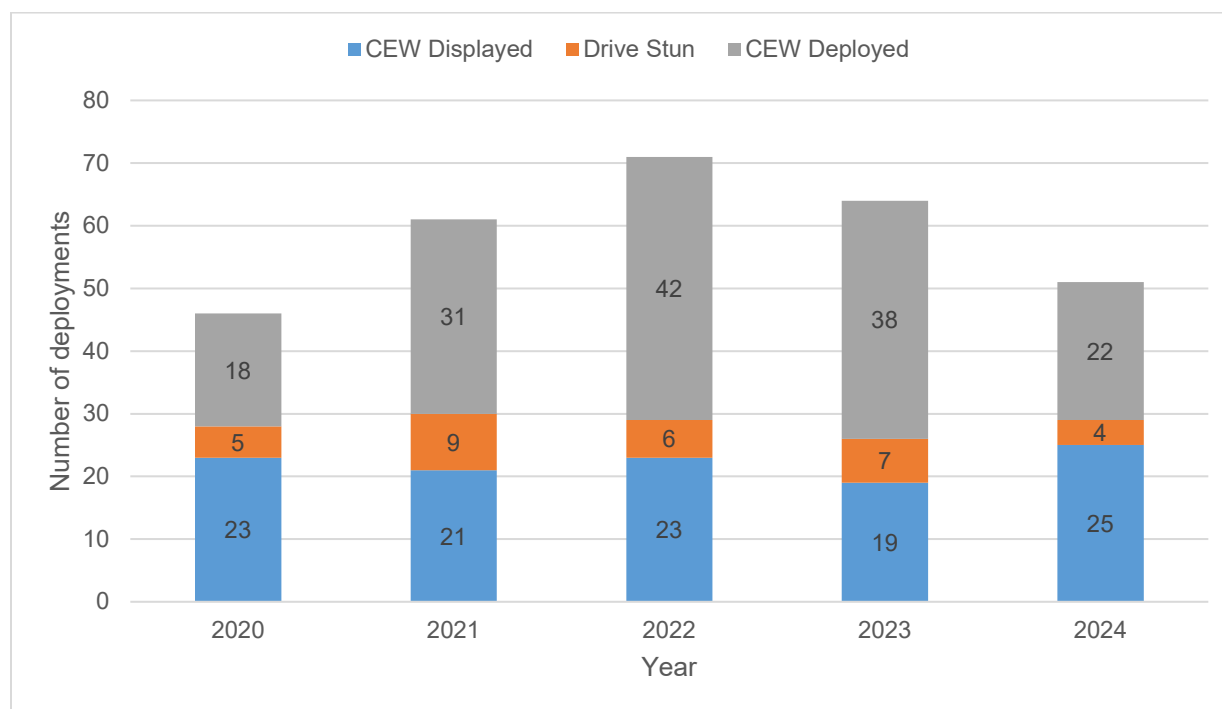


Conducted Energy Weapon (CEW)

The CEW has proven to be an effective less-lethal option for police officers during use of force encounters. Often, the mere presence of a CEW on display has been effective in de-escalating volatile situations. Officers can utilize the CEW in three methods: demonstrated force presence, during which the CEW is pointed at the subject; CEW deployment, during which dart probes are deployed toward the subject to achieve neuromuscular incapacitation; and drive stun mode, which involves direct contact of the CEW with the subject to achieve pain compliance.

In 2024, during use of force incidents, the CEW was displayed 25 times, CEW dart probes were deployed 22 times, and the CEW was used in drive stun mode 4 times. Please see Figure 5, for a breakdown of CEW uses from 2020 to 2024.

Figure 5. 2024 Conducted Energy Weapon (CEW) Deployment

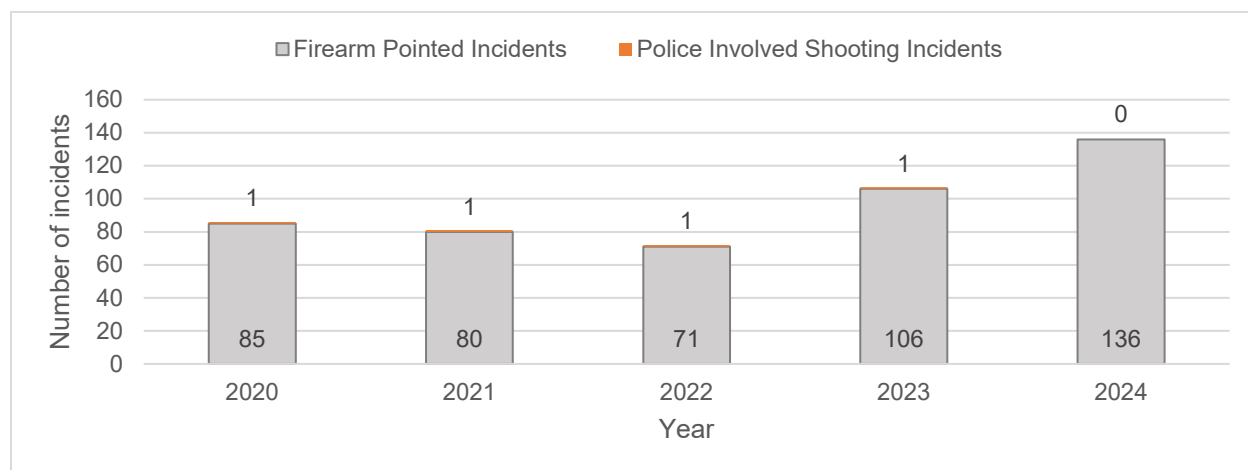


Firearm

In 2024, of the 148 use of force report submissions, 136 reports indicated that officers pointed their firearms during an interaction. No use of force interactions led to the discharge of a firearm against a subject during the 2024 reporting period.

Figure 6 shows a breakdown of incidents involving the use of firearms during use of force encounters from 2020 to 2024.

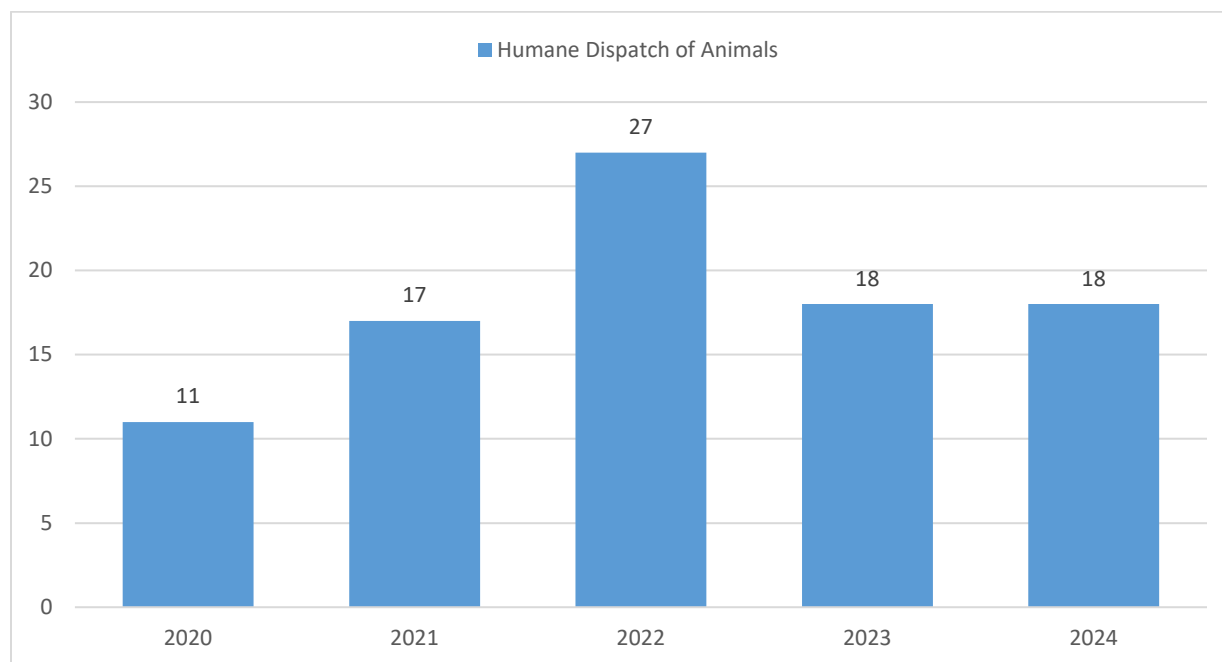
Figure 6. 2024 Point Firearm



Humane Dispatch of Animal

In 2024, there were 18 use of force report submission respecting the discharge of a firearm to humanely dispatch an injured animal. Most of these incidents involved wildlife that had been injured in traffic collisions.

Figure 7. 2024 Humane Dispatch of Animals



PERCEIVED SUBJECT RACE

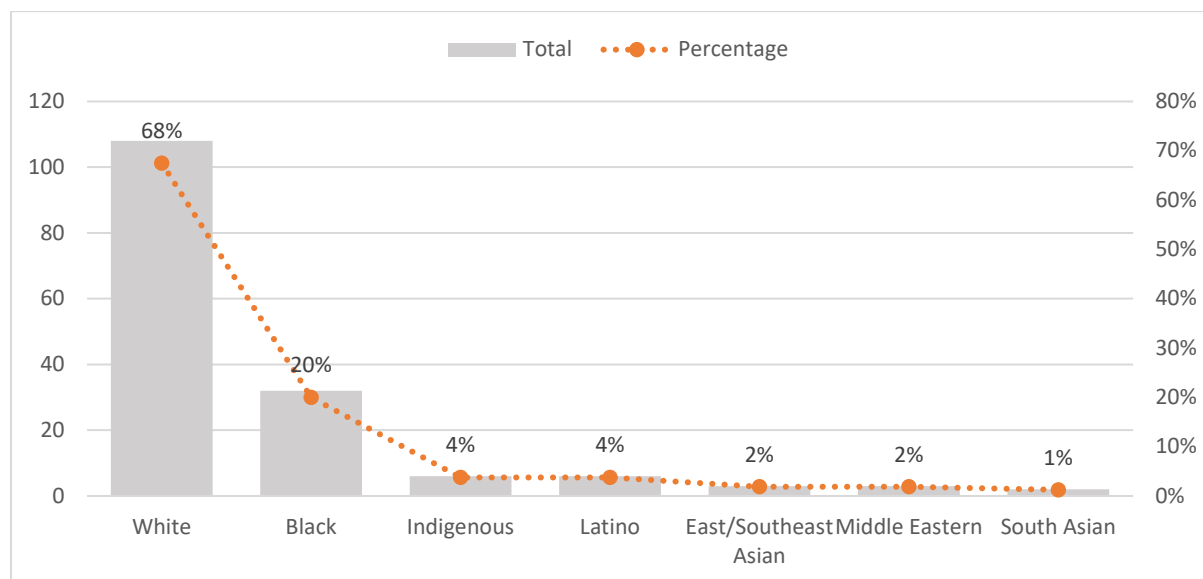
Beginning in 2020, the Anti-Racism Act, 2017 (ARA) required police services to report race-based data collected during interactions between the public and the police, which resulted in a use of force report submission. The purpose for collecting race-based data, as stated by the ARA, is to eliminate systemic racism and advance racial equity.

The Ministry of the Solicitor General (Ministry) implemented a use of force report form that identified seven race-based categories and required officers to select which of the seven racial categories best describes the individual. The following were identified by the Ministry as the race categories: Black, East/Southeast Asian, Indigenous, Latino, Middle Eastern, South Asian, and White.

This question is mandatory, and reporting officers can only select one of the race categories provided. If a person is perceived to be of mixed race the officer must choose the category that, in their view, the person most resembles. Inaccuracies in the collection of race-based data may exist as the subject may not self-identify and an

officer's perception is subjective. This may contribute to an over-representation or under-representation of racial groups in use of force reporting.

Figure 8. Perceived Subject's Race



The analysis of 2024 race-based data shows that subjects who were perceived as White were involved in the largest proportion of use of force incidents at 68%, followed by subjects perceived as Black (20%), Indigenous (4%), Latino (4%), East/ South Asian (2%), Middle Eastern (2%), and South Asian (1%). Subject perceived race data is aggregated by race category and does not take into account the individual circumstances of each interaction. On further review of use of force reports, there were many single interactions in which officers encountered multiple subjects perceived to belong to varied and distinct race categories.

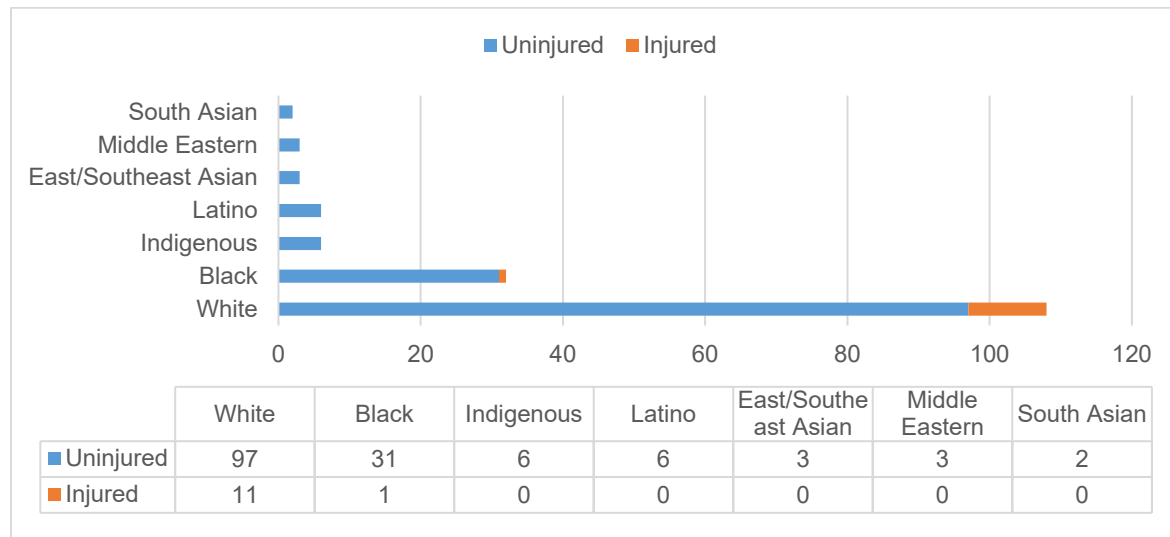
In 2024, officers interacted with 160 subjects requiring the submission of use of force reports. Figure 8 illustrates the perceived race of these subjects. Of those 160 subjects, 102 were perceived to have access to weapons. The reason for including this statistic in the analysis of perceived subject race is that while the Service has undertaken other work to better understand disparities present in the interactions with racialized individuals, use of force reporting is an important marker to help better inform this understanding.

In most of the use of force reports, officers indicate that protecting the public, other officers or self-protection was the main reason influencing officer response, which lead to a report submission. The main consideration at the start of every interaction involving weapons is public safety and officer safety, and the vast majority of use of force encounters are de-escalated by officers exercising tactics that limit the application of physical force.

Subject Injuries

In 2024, officers interacted with 160 subjects during use of force encounters, of those 160 subjects, 12 (7.5%) were physically injured during the interactions. Figure 9 illustrates subject injuries by perceived subject race. In 2024, a total of 8 officers resulted injured during these Use of Force incidents.

Figure 9. Injuries by Perceived Subject Race



Conclusion: Use of Force Trends and Service Response

The 2024 data indicates a total of 148 use of force reports, from 131 incidents. That is a 3.5% increase in use of force reports compared to the previous year. However, when considered in the context of the complexity of all police interactions, use of force incidents remains exceptionally low, at just 0.102%, or approximately 1.05 incidents per 1,000 public interactions. This suggests that officers apply force only when absolutely necessary, in compliance with general orders, professional standards, and applicable legislation to ensure adequate and effective policing and public safety.

Given the dynamic nature of policing and the imperative to protect both the public and officers, the use of force remains an unavoidable aspect of public safety in certain situations. As an example, in 2024, according to use of force report data, subjects were believed to have had access to 102 weapons. This underscores the growing complexity of the challenges officers face and highlights the need for enhanced training, tactical adaptations, and strategic responses to firearm-related threats.

The Service remains committed to closely monitoring use of force incidents and collaborating with subject matter experts to enhance officer training. Efforts continue to focus on de-escalation strategies, critical decision-making skills, and improved responses to individuals in crisis.

In summary, a thorough review of use of force reports confirms that officers applied force in a proportionate and reasonable manner, regardless of perceived race, and strictly in accordance with situational demands. Training initiatives continue to emphasize subject behaviour assessment and responsible force application, reinforcing the importance of ongoing investments in training, technology and equipment, modern facilities, and officer safety measures. These investments are essential to ensure compliance with the Community Safety and Policing Act, and to ensure frontline officers can provide effective and professional policing services while maintaining community trust and public safety.



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report - Vehicle Pursuits - January 1 to December 31, 2024
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-03-27

Recommendation

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

Key Facts

- The purpose of this report is to provide the Board with information on Suspect Apprehension Pursuits pursuant to Board By-Law 520-2024.
- On May 23, 2024, the Board By-Law 338-2013 was repealed, and replaced with By-Law 520-2024 in accordance with the Community Safety and Policing Act (CSPA) Ontario Regulations 397/23 Vehicle Pursuits (VPs).
- This By-Law contains provisions requiring the Chief of Police to report specific information to ensure compliance with the legislative guidelines.

Financial Considerations

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

Analysis

This By-Law details specific requirements that are to be reported as follows:

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

- a) a summary of the written procedures regarding VPs;
- b) confirmation of compliance with the procedures regarding VPs; and,
- c) the total number of VPs and a summary of each.

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

a) A summary of the written procedures regarding VPs:

Niagara Regional Police Service (NRPS) General Order 042.13 titled "Suspect Apprehension Pursuits" establishes written procedures on the management and control of VPs. The procedures are in compliance with CSPA Ontario Regulations 397/23 VPs. These procedures include:

- The circumstances in which an officer may pursue or continue to pursue a fleeing motor vehicle that fails to stop. Factors to consider in assessing whether to initiate, continue, or discontinue pursuits, and the need for continual reassessment.
- The process of notifications that must take place through Dispatchers, Communications Supervisors, Patrol Supervisors, and the Duty Officer when a VP is both initiated and terminated.
- Police pursuit management, including the responsibility of all persons involved or monitoring the pursuit for its safe conduct. Pursuits may be discontinued by any of these individuals if there is a risk to public safety.
- Termination methods, including alternatives to VPs, strategic following techniques, termination for public safety considerations, and tactics for safely stopping fleeing vehicles.
- Pursuit restrictions such as the prohibition of using firearms for the sole purpose of attempting to stop a fleeing motor vehicle, use of unmarked vehicles, pursuits of known individuals for non-criminal offences, and the requirement for training approved by the Ontario Police College (OPC).
- All sworn members and communicators will receive training accredited by the Solicitor General with respect to VPs.
- The Training Unit will prepare Fail to Stop (FTS) Analysis Reports for review by the Chief of Police and the Board prior to release to the community.
- Reporting of pursuits using the Ministry's FTS Report, duty of the involved officer to complete such report, as well as supervisory review, and analysis of reports, by a qualified instructor in the NRPS Training Unit.
- Notifications through the Chain of Command to the Chief of Police, in the event of a pursuit that results in serious injury or death. As well as the requirement to make notification to the Special Investigations Unit.
- General Order 042.13 – Suspect Apprehension Pursuits was in force throughout 2024. It is being reviewed and will be replaced by General Order 042.14 titled "Vehicle Pursuits".

b) Confirmation of compliance with the procedures regarding VPs

An All-Chiefs Memo from the Assistant Deputy Minister, dated November 19, 1999, requires frontline officers to have Police Vehicle Operations (PVO) refresher training every two years. The Service's Training Unit ensures that initial and maintenance training is delivered to sworn members of the Service, in compliance with procedures.

Vehicle pursuits are high-risk, low-frequency events that require knowledge, skills, and abilities by all involved members, including patrol officers, supervisors, and communications personnel. The rules governing all vehicle pursuits are found in the CSPA Ontario Regulation 397/23.

A vehicle pursuit occurs when a police officer attempts to stop a vehicle by signaling the driver using emergency equipment (lights and siren) and the driver refuses to comply, or when an operator of a motor vehicle attempts to elude or evade police which the officer recognizes and continues to follow (with or without emergency lights and siren activated), leading to an officer pursuing a motor vehicle to stop the fleeing vehicle or identify the motor vehicle or its occupants. Every officer involved in a vehicle pursuit is required to submit an FTS report forthwith.

In preparation for this report, the Service's VP Analyst reviewed all FTS reports to ensure compliance with CSPA Ontario Regulation 397/23 and the Service's General Order 042.13 – Suspect Apprehension Pursuits.

Due to the increased number of recruits at the OPC and the limited exposure to practical training, additional PVO training days have been implemented to enhance officer capability and safety. This year's 2024 PVO in-service training (IST) included a half-day (4-hour) PVO portion. This training consisted of both lecture and practical components, ensuring that the Service meets the requirements outlined in the 1999 All-Chiefs Memo and follows best practices.

This year's training emphasized strategies for pursuit prevention and early resolution, utilizing techniques such as the Side Stop and Combination Stop. These techniques provide officers with a psychological advantage by leveraging their fully marked cruiser, uniform presence, and direct eye contact (establishing identity of the driver and occupants). Officers instruct the driver to pull over either by motioning or rolling down their window and verbally directing compliance. They then pull in behind the vehicle and activate emergency equipment. If the driver chooses to flee, there is no need to pursue, as the officer has already identified the driver using the Side Stop technique.

Additionally, officers were reintroduced to suspect-initiated containment, where a contained subject vehicle that has come to rest attempts to evade or flee by using their motor vehicle to forcefully push officer vehicles out of their way. The training concluded with a practical application of the rolling block and tandem stop techniques, where

officers position their vehicles in close proximity to the front and rear of the subject vehicle to slow and stop the subject in a controlled manner to prevent a pursuit.

By implementing these best practices and expanding PVO training, the Service's officers are guided by the best opportunity to operate safely and effectively while ensuring public and officer safety.

c) The total number of VPs and a summary of each

The NRPS Training Unit submits an annual report to the Board, summarizing the FTS reports received throughout the calendar year. This report has been prepared using the reports, which have been received and compiled to date. There were 25 VP events for the reporting year of January 1, 2024, to December 31, 2024, summarized in Appendix 1.

Conclusion

In 2024, the NRPS implemented significant changes to improve best practices in PVO and VPs.

The introduction of enhanced PVO, IST training directly addressed issues identified in past pursuit incidents, ensuring all that officers are well-versed in strategic following techniques, risk assessment, and appropriate pursuit termination.

While the number of pursuits classified as "Did Not Meet Standards" was higher this year, it is important to note that many of the cases were primarily related to procedural misunderstandings and interpretations of VP General Orders. The 2024 PVO, IST training and amendments to the VP General Order will effectively address these concerns by reinforcing proper vehicle pursuit protocols to mitigate future risk.

The anticipated revised General Order 042.14 has established a clearer structure for VP procedures, aligning them with CSPA Ontario Regulation 397/23. Additionally, the direct reporting link between frontline supervisors and the VP Analyst ensures real-time oversight, accountability, and immediate corrective action when necessary.

Moving forward, these initiatives will solidify the Service's commitment to best practices, officer safety, and public safety compliance in all vehicle pursuit-related operations.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with Board By-Law 520-2024.

Relevant Policy Considerations

- Board By-Law 520-2024.
- CSPA Ontario Regulations 397/23 Vehicle Pursuits
- NRPS General Order 042.13

Other Pertinent Reports

8.11 - 2024.04.27 – Annual Report – Suspect Apprehension Pursuits – January 1 to December 31, 2023.

This report was prepared by Kris Hamilton, Sergeant, and Drew Scobie, Constable VP Analysts in the Training Unit in consultation with Michael Casella, Staff Sergeant, Training Unit, Jesse Hicks, Sergeant, Training Unit, and Steve Magistrale Inspector, Labour Relations & Career Development. Reviewed by Lynda Hughes, Acting Superintendent, Executive Services. Recommended by Luigi Greco, Deputy Chief, Support Services.



Submitted by:

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

Appendices

Appendix 1 – 2024 Summary of Vehicle Pursuits

Appendix 1

2024 Summary of Vehicle Pursuits (VP)

First Quarter

VP Report 1: January 3, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code Offence (Outstanding Warrant);
- The officer initiated a traffic stop using their patrol vehicle's lights and siren;
- The subject vehicle initially came to a stop, however, once the officer had exited their cruiser and began to approach, the driver then fled in the subject vehicle;
- As a result, the officer initiated a vehicle pursuit utilizing the police vehicle's emergency lights and siren. The pursuit concluded after a short distance upon arrival at the subject driver's residence;
- Upon arrival at the residence of the subject vehicle came to a stop and the initiating officer placed the driver under arrest;
- The driver was identified and charged accordingly;
- There were no injuries or damages associated to this incident;
- This incident met the established standards of the VP General Orders.

VP Report 2: January 26, 2024

- A police officer in full uniform operating a fully marked police vehicle attempted to stop a motor vehicle for a Criminal Code offence (Impaired Operation of a Conveyance);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used the police vehicle's emergency lights and siren while pursuing the subject vehicle;
- The pursuit lasted for 0.5 km before the suspect pulled into his mother's driveway and was pinned in by police;
- The suspect was immediately arrested and charged accordingly;
- There were no injuries or damages associated to this event;
- This event met the established standards of the VP General Orders.

VP Report 3: February 18, 2024

- A police officer in full uniform and operating a fully marked police vehicle conducted a traffic stop of a motor vehicle for the purpose of a Criminal Code offence (Domestic Assault investigation);
- The driver of the subject vehicle initially stopped, but upon the arrival of a second police vehicle the driver of the subject vehicle then fled;
- A pursuit of the subject vehicle was initiated with the initiating officer utilizing the police vehicle's emergency lights and siren;
- The pursuit lasted for approximately 1 km before being brought to a successful conclusion by officers employing the "rolling block" technique;
- The driver was arrested immediately and charged accordingly;
- There were no injuries or damages associated to this event;
- This pursuit met the established standards of the VP General Orders.

Second Quarter

VP Report 4: April 4, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial offence (Off road Vehicle);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for 1.5 km before it was terminated for public safety reasons;
- No charges were laid as no suspect was identified;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the General Orders and the officer was counseled accordingly.

VP Report 5: April 24, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code offence (Driving while Prohibited);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used their police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for an unknown distance before the pursuit was terminated for public safety reasons;
- Further investigation identified the driver who was charged accordingly;
- There were no injuries associated to this event;
- Damages sustained by the subject vehicle and police service vehicles are not known;

- This pursuit did not meet the established standards of the VP General orders;
- It is not known if the initiating officer was counseled as no failed to stop (FTS) has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 6: April 25, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code offence (Driving while Prohibited and a Warrant);
- The driver of the subject vehicle initially came to a stop in his mother's driveway, however, upon police directing him out of the car the driver fled in the subject vehicle and a pursuit was initiated;
- The pursuing officer utilized the police vehicle's emergency lights and siren while following the subject vehicle;
- The pursuit lasted for an unknown distance before the pursuit was terminated for public safety reasons;
- The driver was identified through further investigation and was subsequently charged accordingly;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 7: May 20, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial offence (Careless Driving);
- The driver of the vehicle FTS and fled the area at a high rate of speed as the officer initiated a pursuit by following with the police vehicle's emergency lights and siren activated. The pursuing officer continued until losing sight of the subject vehicle;
- The vehicle was later located unoccupied in a parking lot;
- Police were unable to identify the driver or occupants;
- There were no injuries or damages associated to this event;
- This event did not meet the established standards of the VP General Orders and the officer was counseled accordingly.

VP Report 8: May 30, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (Unattached Plates);
- The driver of the motor vehicle FTS as directed by the police officer.
- As a result, the officer initiated a pursuit in which the police vehicle's emergency lights and siren were activated;
- The pursuit was subsequently terminated for public safety concerns. The duration of the pursuit is not known;
- Damages and/or injuries associated to this event are also unknown;
- This event did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 9: May 31, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (Suspended driver);
- The driver of the vehicle FTS and a pursuit was initiated;
- The officer initiated a pursuit using the police vehicle's emergency lights and siren while following the subject vehicle;
- The pursuit lasted an unknown distance with the suspect vehicle knocking over a stop sign before coming to a stop;
- The driver was immediately arrested and charged accordingly;
- There were no injuries associated to this event and minimal damage (knocked over stop sign);
- This event did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 10: June 22, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (No Insurance);
- The driver of the vehicle failed to stop and a pursuit was initiated;
- The pursuing officer used the police vehicle's emergency lights and siren while following the subject vehicle;
- The pursuit was terminated for unknown reasons after an unknown length of time and distance;
- No charges were laid as no suspect was identified;
- There were no injuries or damages associated to this event;

- This event did not meet the established standards of the VP General Orders.
- It is unknown if the officer was counselled at the time of this report as no FTS report has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

Third Quarter

VP Report 11: July 11, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Offence (Assault with a Weapon, Domestic)
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuit lasted for an unknown distance before it was terminated for public safety concerns;
- Further investigation identified the driver who was arrested, and charged accordingly;
- There were no injuries or damages associated with this event;
- This pursuit met the established standards of the VP General Orders.

VP Report 12: July 28, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (Stop Sign);
- The driver of the vehicle initially pulled over to the side of the road, however, as the officer exited the police vehicle to approach on foot the driver of the subject vehicle then fled;
- The officer returned to their police vehicle and initiated a pursuit utilizing their police vehicle's emergency lights and siren;
- The officer followed the vehicle for 2 km before the pursuit was terminated for public safety reasons;
- There were no injuries or damages associated with this event;
- This pursuit did not meet the established standards of the VP General Orders.
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 13: August 1, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial offence (Unattached Plate);

- Upon the officer activating their police vehicle's emergency lights the driver stopped, exited the subject vehicle, and approached the police vehicle on foot. The officer instructed the driver to return to their vehicle out of concern for their safety. The driver returned to their vehicle and drove off fleeing the area;
- The initiating officer proceeded to tactically follow the subject in their police vehicle until they lost sight of the subject vehicle;
- The time and distance of this pursuit is not known;
- There were no injuries or damages associated with this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 14: August 14, 2024

- A police officer in full uniform and operating an unmarked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (Speeding);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuit continued an unknown distance until the suspect vehicle left the roadway and crashed;
- The driver fled the area leaving two passengers injured at the scene;
- The driver was later identified, arrested, and charged accordingly;
- The damages and extent of injuries is unknown;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted.
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 15: September 30, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial offence (Suspended Driving);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer utilized the police vehicle's emergency lights and siren while following the subject vehicle;
- The pursuit lasted for an unknown time/distance before the pursuit was terminated for public safety reasons;
- Further investigation identified the driver who was subsequently charged accordingly;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

Fourth Quarter

VP Report 16: October 16, 2024

- A police officer wearing full uniform and operating an unmarked police vehicle attempted to stop a motor vehicle for a Provincial Offence (Improper Turn);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer utilized the police vehicle's emergency lights while following the suspect vehicle;
- The pursuit lasted for an unknown distance before the pursuit was terminated for public safety reasons;
- The driver was never identified;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 17: October 19, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (Suspended Driving);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used the police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for an unknown distance before the pursuit was terminated for public safety reasons;
- No charges were laid as the driver was never identified;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 18: October 23, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for Mental Health reasons (Suicidal);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used the police vehicle's emergency lights and siren while following the suspect vehicle;

- The pursuit lasted for an unknown distance before the pursuit was terminated for public safety reasons;
- Minutes after the pursuit was terminated the subject's vehicle was located and pinned in;
- The driver was immediately arrested and charged accordingly;
- There were no injuries or damages associated to this event;
- This pursuit met the established standards of the VP General Orders;
- No FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 19: October 28, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Provincial Offence (Follow too Close);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used the police vehicle's emergency lights and siren while following the suspect vehicle;
- After it became apparent that the driver was not stopping the initiating officer turned off his police vehicle's emergency equipment but continued to "follow the subject vehicle";
- The pursuit lasted for an unknown time and distance before being terminated for public safety reasons;
- No charges were laid as the driver was never identified;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 20: October 28, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code Offence (Stolen Vehicle);
- The driver of the subject vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used the police service's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for 1 km before it was terminated for public safety reasons;
- No charges were laid as the suspect was not identified;
- There were no injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders and as such the officer was counseled accordingly;

- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 21: November 14, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code Offence (Theft Under \$5,000);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used the police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for 0.25km before it was terminated for public safety reasons;
- No charges were laid as the suspect was not identified;
- There were no injuries or damages associated to this event;
- This pursuit met the established standards of the VP General Orders.

VP Report 22: November 26, 2024

- A police officer who was not in uniform and operating an unmarked police vehicle, attempted to stop a motor vehicle for a Criminal Code Offence (Warrant);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used their police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for an unknown time and distance before the pursuit was terminated for public safety reasons;
- The driver was later identified and charged accordingly;
- It is unknown if there were any injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 23: November 27, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code Offence (Domestic Assault);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used their police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for 4 km before being terminated for public safety reasons;
- No charges were laid as the suspect was not identified;
- There were no injuries or damages associated to this event;
- This pursuit met the established standards of the VP General Orders.

VP Report 24: December 6, 2024

- A police officer in full uniform and operating a fully marked police vehicle, attempted to stop a motor vehicle for a Criminal Code Offence (Stolen Vehicle);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer used their police vehicle's emergency lights and siren while following the subject vehicle;
- The pursuit lasted for an unknown distance before the pursuit was terminated for public safety reasons;
- No charges were laid as the driver was never identified;
- It is unknown if there were any injuries or damages associated to this event;
- This pursuit did not meet the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.

VP Report 25: December 7, 2024

- A police officer in full uniform operating a fully marked police vehicle attempted to stop a motor vehicle for a Criminal Code offence (Impaired Operation of a Conveyance);
- The driver of the vehicle failed to stop, and a pursuit was initiated;
- The pursuing officer utilized their police vehicle's emergency lights and siren while following the suspect vehicle;
- The pursuit lasted for an unknown distance before the subject vehicle pulled into a driveway and was pinned by police;
- The driver was immediately arrested and charged accordingly;
- Its unknown if there were any injuries associated to this event;
- Damages to the subject vehicle and police services vehicle are unknown as no FTS report has been submitted;
- This pursuit met the established standards of the VP General Orders;
- It is unknown if the officer was counseled as no FTS has been submitted;
- Although no FTS report was submitted the officer's supervisor has been notified and workflow generated to ensure a report will be completed.



**GILLIAN'S
PLACE**

HOPE

SUPPORT

CHOICES

Mailing Address:

P.O. Box 1387
St. Catharines, ON
L2R 7J8



Head Office:
905.684.4000

West Niagara:
905.563.5548

gilliansplace.com

**24/7 phone/text
support line:
905.684.8331**

Charitable Reg. No.
12971 8037 RR0001

April 2025

Niagara Regional Police Services Board
c/o Deb Reid
5700 Valley Way
Niagara Falls, ON L2E 1X8

Dear Deb,

On behalf of Gillian's Place, I want to personally thank you for being a Table Sponsor at our Breakfast to End Gender-Based Violence. Over 200 compassionate community members came together united by a shared vision of a future where safety is not conditional. A future where every person, regardless of gender, has the right to live free from fear.

Thanks to your generosity, over \$32,000 was raised to support our free and confidential services that change and save lives. Gender-based violence continues to devastate families in our community every day. At Gillian's Place, we are responding not only with core emergency services but by enhancing outreach, aftercare, and prevention programs in an effort to break the cycle of violence and abuse. As one client shared:

"Abusive relationships tear you down, and strip away your self worth. Gillian's Place is such a vital part of our community to help families to escape abuse and violence. You really feel alone when you are living in these controlling, toxic environments. It's not that easy to just leave, like many people think - you really need help and support."

-Kim Gillespie, Breakfast Speaker

Raising awareness about the programs and services at Gillian's Place, and addressing the root causes of violence and abuse, is critical to ensuring that those surviving dangerous and life-threatening situations can find safety and support.

Deb, thank you for believing in our mission to create a socially just and equitable community where all are free from gender-based violence. Your support brings this urgent issue to the forefront of public discourse and helps create real and lasting change.

Thank you. Together, we are working to end gender-based violence in Niagara.

Gratefully,

Graeme Dargavel
Director of Development & Communications

PS: Did You Know? Gillian's Place is expanding to better serve our community. We invite you to learn more about our \$10 million Build a Safer Future Capital Campaign at gilliansplace.com/safer-futures



NIAGARA REGIONAL POLICE SERVICE Police Services Board Report

PUBLIC AGENDA

Subject: Report – Tow Truck Rotation List – Niagara Region

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2025-04-10

Recommendation(s)

That the Niagara Police Services Board receive this report on the Niagara Region Tow Truck List for informational purposes.

Key Facts

- In 2019 the Niagara Region took over “Business Licencing” which included taxis, adult entertainment, vehicles for hire, and tow trucks, including the tow truck rotation list. Previously this had been managed by the Niagara Regional Police Service (NRPS), as part of a fully staffed Licencing and By Law Unit. There was official documentation signed for this transfer of practices from the Niagara Regional Police Service Board to the Niagara Region dated May 30, 2019.
- At the Niagara Region Council meeting on March 20, 2025, concerns were raised regarding the tow truck rotation list by two owners of tow truck companies in Niagara.
- At the meeting the Niagara Region indicated the that they no longer wished to oversee the tow truck rotation list as they feel it is a “legacy piece” and no longer a requirement since the province (Ministry of Transportation) took over the licencing of tow trucks, in January 2024. Specifically, the Ministry of Transportation took over tow truck operator certificates, tow driver certificates, and vehicle storage operator certificates.
- Prior to the Region Council meeting on March 20, 2025, there has been no communication or indication from the Niagara Region to the NRPS nor the Niagara Regional Police Service Board that the Niagara Region no longer wished to oversee and manage the tow truck rotation list.

Financial Considerations

- None at this time. However, it is noted that there are costs associated to any responsibilities undertaken by any entity that oversees the management of a tow truck rotation list.

Analysis

The towing of vehicles currently falls into two categories:

- The NRPS has a contract with Parkway Towing (Niagara Falls) for the towing of vehicles for specific criteria, including vehicles held for examination, certain statutory impounds, or vehicles requiring further investigation and for Service vehicles. Parkway Towing was awarded the contract in 2022 through an RFP process supported by Niagara Region procurement unit. Prior to this RFP award, from 2019 to 2022, there was a short list of tow truck companies utilized who met the criteria needed for these specific vehicle tows.
- All other vehicle tows, being largely owner/operator requested tows, including collisions and broken-down vehicles (where no preference of a tow truck company is given by the driver) are handled by a “next on the list” tow truck rotation that is overseen by the Niagara Region.

At issue is the latter, the tow truck rotation list. This list is currently administered by the Niagara Towing Alliance with oversight of the Niagara Region. The Niagara Towing Alliance consists of numerous tow truck companies who meet the criteria set out by the Niagara Region to be on the list. The Niagara Towing Alliance has no authority to add or delete companies to the tow rotation list, this is only done with direction from the Niagara Region. The Niagara Tow Alliance is contacted when a tow is required and assists with notifying the “next on the list” tow truck company. At this time, the NRPS do not know how the Niagara Towing Alliance was created or how this function was delegated to them.

The NRPS do not have any funding or human resources allotted to manage a tow truck rotation list. The NRPS is not under any obligation to manage a tow truck rotation list. The current practice appears to work, with the concerns being raised at the Niagara Region Council meeting on March 20, 2025, by two tow truck company operators, seemingly needing to be addressed by the Niagara Region, who has carriage of managing and overseeing the list that is administered by the Niagara Towing Alliance.

Managing, administering, and overseeing a tow truck rotation list is not a policing responsibility and arguably not an effective utilization of NRPS resources in providing adequate and effective policing.

The Niagara Region is still providing information on this issue to the NRPS and further updates are anticipated to determine a final outcome on this matter.

Alternatives Reviewed

To not receive this report.

Relationship to Police Service/Board Strategic Priorities

N/A

Relevant Policy Considerations

N/A

Other Pertinent Reports

Not applicable.

This report was prepared by Inspector Nilan Davé in consultation with Vita Gauley, General Counsel, and Luigi Greco, Deputy Chief Support Services and recommended by Chief of Police Bill Fordy.



Submitted by:

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



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Response to Councillor Information Requests – Corporate Services Committee, March 5, 2025

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-04-02

Recommendation(s)

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

Key Facts

- At the Corporate Services Committee meeting held on March 5, 2025, Region Corporate Services staff presented the consolidated 2024 financial end results in report CSD 8-2025 that included the Niagara Regional Police Service (Service) and Board 2024 year-end deficit of \$1,682,089.31, where uniform overtime was a contributing factor due to the increased number of major incidents experienced in the Niagara Region that required a response from police.
- The discussion centered around the Service year-end position and discussions between the Service staff and Region Treasurer on the proposed mitigation strategy for the deficit, which was offset by the consolidated surplus levy as outlined in the Region Surplus/Deficit policy C-F-022.
- Councillor Heit requested a response to a projection of overtime costs for 2025 given the addition of 64 members and a question was posed regarding the future projected cost of body worn cameras.
- To project overtime costs would require an understanding of a number of variables such as anticipated vacancies, occupational and non-occupational illnesses, number expected to be absent on protected leaves, as well as major incidents occurring in the Niagara Region that require a police response, all of which are difficult to estimate at this time.
- A presentation and report on body worn cameras were submitted to the January 2025 Board meeting. The report and presentation (available in Appendix 1) explain that the Service is undertaking a thorough review of the benefits and costs associated with body worn cameras, as well as a public consultative process. The Service intends to present these findings to the Board at their April Board meeting and decide whether to proceed with implementation in 2026.

Financial Considerations

No financial implications result from receiving this report.

Analysis

At the Niagara Region Corporate Services Committee meeting held on March 5, 2025, Corporate Services Finance Associate Director, Reporting & Analysis, Melanie Steele, presented the consolidated 2024 financial year-end results further detailed in report CSD 8-2025 - 2024 Year-End Results and Transfer Report. Included in the Region's consolidated report is the 2024 year-end position for the Service, where the Service ended the year with a \$1,682,089.31 deficit before indirect allocations (and \$1,300,892.00 deficit including indirect allocations).

The deficit was mainly the result of lower-than-expected revenues from the City of Niagara Falls and costs associated with uniform overtime, mainly due to the increased number of major incidents experienced in the Niagara Region that required a response from police. While the Service managed to mitigate some of the cost pressures with offsetting savings in other discretionary spending lines, nevertheless, the Service was unable to cover the entire deficit. Matters related to surplus/deficit mitigation are defined within the Region Surplus/Deficit Policy C-F-022 and the Service in consultation with the Region Treasurer identifies strategies for surplus/deficit management. In 2022 and 2023, the Service ended the year with a surplus balance of \$993,091.00 and \$3,707,206.00 respectively; and where \$2,928,650.00 of the combined surplus balance was transferred to the Region tax stabilization reserve and where \$1,771,647.00 was transferred to the Police Contingency Reserve to fund one-time expenditures related to the implementation of the Community Safety and Policing Act, 2019 (CSPA).

During the discussion period, the following two questions were posed by Councillor Heit requiring a response from the Service staff:

1. Request the Service provides information regarding projected overtime costs for 2025 considering the impact the additional full time equivalent (FTE's) approved in the 2025 budget might have.
2. Request the Service provide information on the approved budgets or future planned budget request for body worn cameras.

The purpose of this report is to address the two questions posed by Councillor Heit.

1. The 2025 operating budget included the addition of 64 FTEs (7 civilian and 57 uniform positions). Of the 57 uniform positions, 29 positions are effective July 1, 2025, and 14 positions are effective October 1, 2025. Due to the lengthy time required to train a recruit from the date of hire to working independently on a frontline position, it is not anticipated that these new hires will have an impact on the operational performance of the Service in 2025. In response to providing Council with a projection of overtime costs in 2025 utilizing 3 months of data (January to March 2025) is difficult to determine. There are a number of variables that impact overtime such as vacancies, occupational and non-occupational absences, the number of members returning on modified duty and the number of

major incidents that have or may occur in the Niagara Region requiring a police response that need to be considered to predict the overtime costs for the remainder of the year.

The Service monitors overtime and provides the Board with a written public report detailing quarterly and year-to-date overtime hours for civilian and sworn members of the Service. In 2024, uniform overtime costs were significantly high, where the Service experienced an increase of 34% or 10,938 hours over its 4-year average (2020-2023) in overtime hours related to major investigations. This increase contributed to the year-end deficit experienced in 2024. Should the Niagara Region experience the same number of major incidents in 2025 as it did in 2024, then this will impact the utilization of resources which may include the use of overtime.

2. At the Board meeting on January 23, 2025, the Service provided a presentation and report to the Board regarding body worn cameras provided in Appendix 1 of this report. The recommendations in the report include conducting a comprehensive community consultation process, which was just completed on April 4, 2025.

The 2025 operating and capital budget do not include any costs associated with body worn cameras. However, the 2025 capital budget 9-year forecast included a \$1,000,000.00 capital investment in 2026. The results of this consultative process will be included in a follow-up report to the Board on these findings, as well as a recommendation for the next steps on whether to include the implementation of body worn cameras in the 2026 capital and operating budget.

In conclusion, in 2024, as a result of responding to an increased number of major incidents in the Niagara Region that required a police response, the Service experienced significant overtime costs that contributed to its 2024 deficit position. As per the Region Surplus/Deficit policy, the deficit was covered by the consolidated levy surplus as practiced in past years. In prior years, the Service surpluses has offset consolidated levy deficits. In response to whether the Service has commenced the use of body worn cameras, it is currently undertaking a thorough review as well as public consultation prior to making a decision to proceed in 2026.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

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

Relevant Policy Considerations

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all expenditures and revenues for the taxation year.
- By-Law 412-2024 - Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service.
- The Regional Municipality of Niagara Surplus/Deficit Policy C-F-022

Other Pertinent Reports

7.1 – 2025.01.23 – Presentation: Use of Body Worn Cameras by Law Enforcement Agencies Update.

9.1 – 2025.02.27 – Financial Variance Overview - Year Ending December 31, 2024.

*This report was prepared by Laura Rullo, Director Finance and Asset Management.
Recommended by Luigi Greco, Deputy Chief, Support Services.*



Submitted by:

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

Appendices

Appendix 1 – Niagara Regional Police Service - Body Worn Cameras

BODY WORN CAMERAS



Corporate Strategy and Innovation



CONTENT

1. Status

- i. BWC Journey at NRPS
- ii. Big 12, RCMP, OPP – Status
- iii. Technology Adoption Curve
- iv. Academic Research on BWC
- v. Community Sentiments
- vi. SWOT Analysis

2. Proposed path

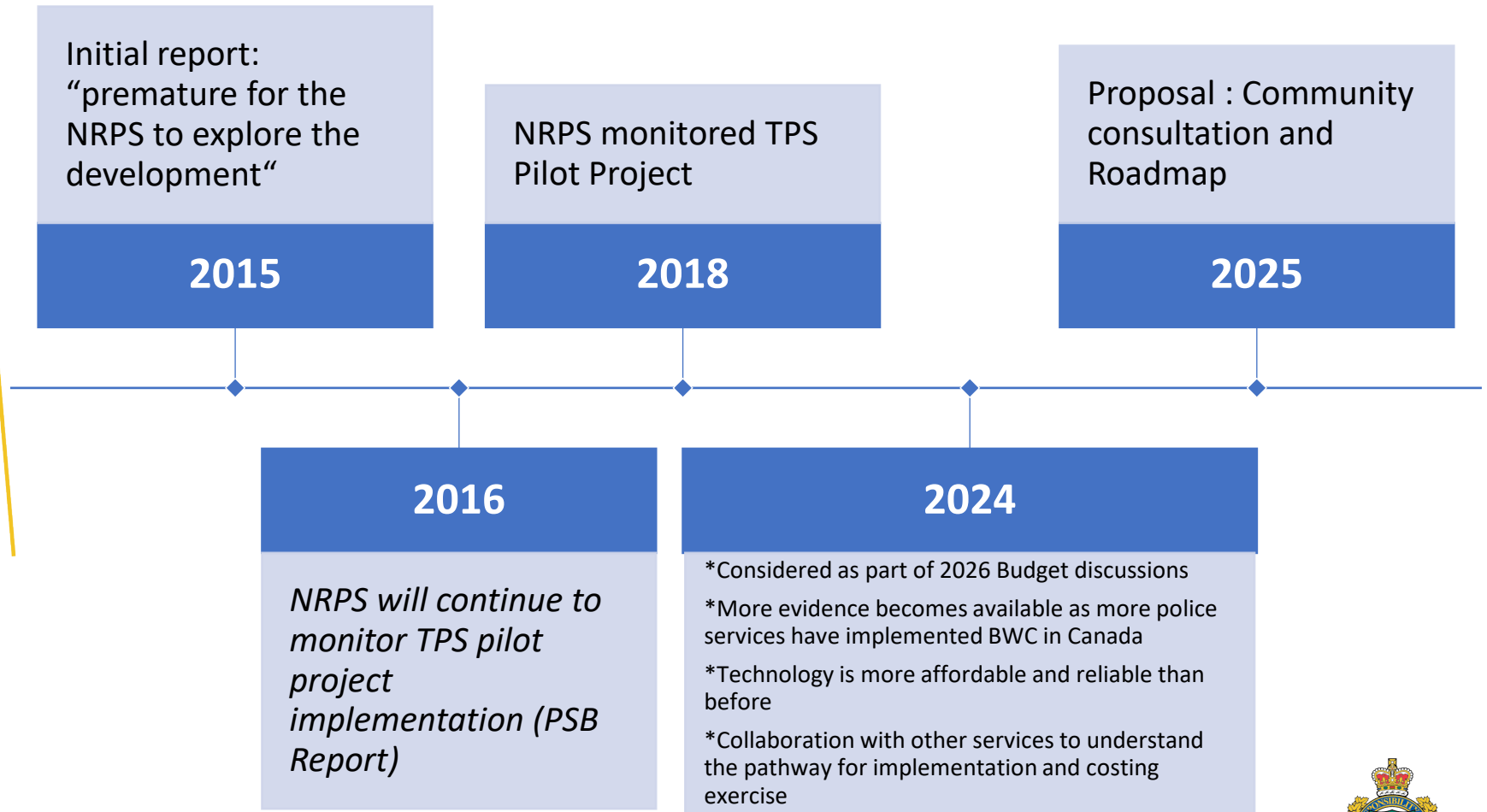
- i. Major technology projects roadmap
- ii. BCW Roadmap (Proposal)
- iii. Consultation Process (Proposal)

3. Strategic Considerations

STATUS - UPDATE



BWC JOURNEY AT NRPS

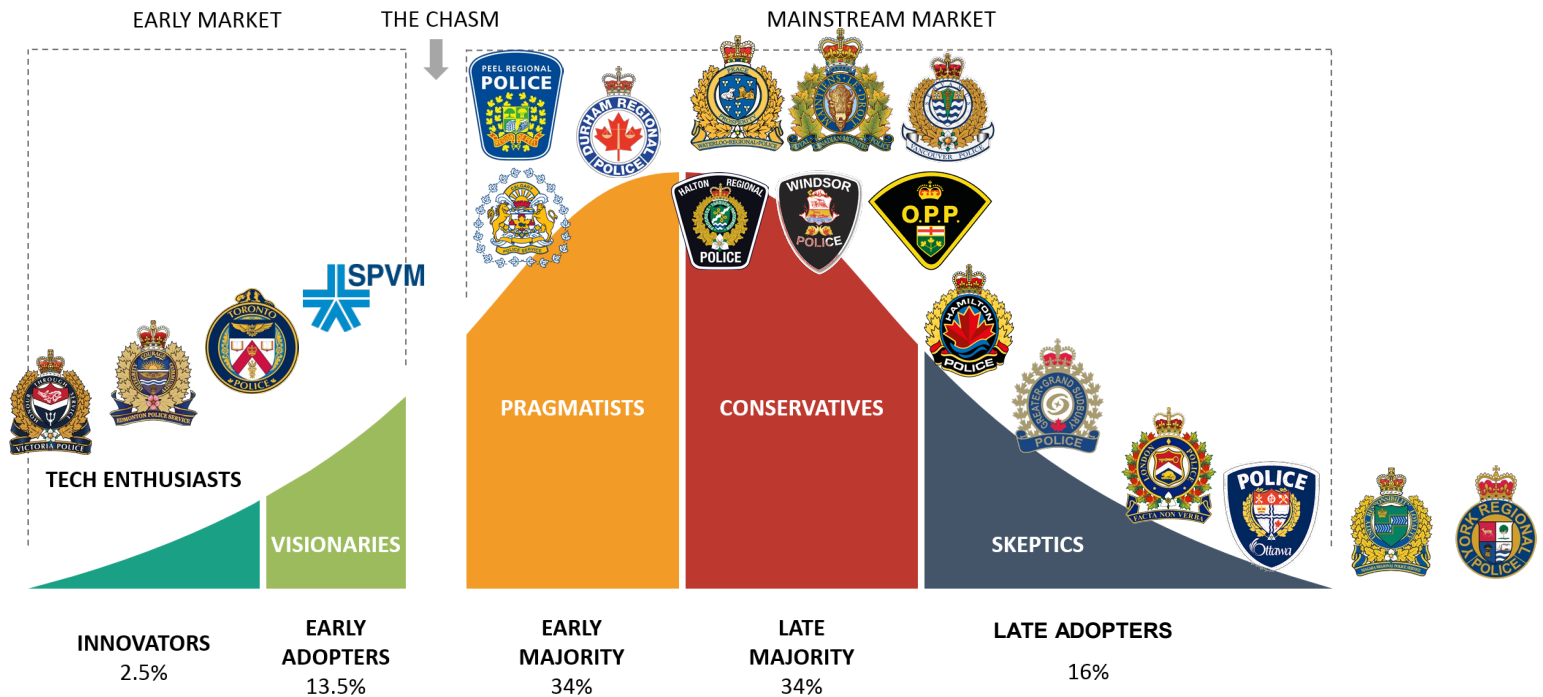


BIG 12, RCMP & OPP - STATUS

Police Service	Status of Body-Worn Cameras
Toronto Police Service	Implemented
Peel Regional Police	Implemented
Durham Regional Police	Implemented
Waterloo Regional Police	Implemented
Hamilton Police Service	Deployment in 2025
Windsor Police Service	Deployment in 2025
RCMP	Deployment in 2025
Greater Sudbury Police	Deployment in 2025
Halton Regional Police	Not fully implemented but ongoing pilot project including 24 BWC
Ontario Provincial Police	Conducted an evaluation study in 2021. Released Request for Bid in 2023 (12,448 BWC)
London Police Service	Not implemented but budget requested for 2025
Ottawa Police Service	Not implemented but pilot project scheduled in 2026
Niagara Regional Police	Not implemented
York Regional Police	Not implemented



TECHNOLOGY ADOPTION CURVE



*Analysis based on Moore, G. A. (2002). *Crossing the chasm : marketing and selling disruptive products to mainstream customers* (Rev. ed). Harper Business Essentials.

ACADEMIC RESEARCH

BENEFITS REPORTED IN ACADEMIC LITERATURE

- Enhanced Transparency and Accountability:
 - Improves police legitimacy by providing objective records of interactions (10-15% improvement in perceived legitimacy, National Policing Institute, 2017)
 - Deters officer misconduct and encourages professionalism (Reduction of 25% of misconduct among officers as reported by Michael, 2014)
- Reduction in Use of Force and Complaints:
 - Significant decreases in citizen complaints (88 to 93% drop in complaints made against police by the public, Ariel et al., 2015 and 2016) and use-of-force incidents (between 28 to 59% reduction in UoF incidents, as reported by Ariel et al., 2015 and Ferrazares, 2024)
 - Improves the quality of police-community interactions (Davies, 2023 and Lum et al., 2019)
- Improved Evidentiary Value:
 - Provides high-quality visual and audio evidence for court proceedings (Poirier, 2024)
 - Strengthens prosecution success rates, particularly in cases like domestic violence (useful to support prosecutor of cases involving domestic violence, crimes committed against police officers (6% increase in guilty pleas with BWC evidence (from 87% to 93%) as reported by Iliadis et al., 2024 and Huff et al., 2023)

BENEFITS REPORTED IN ACADEMIC LITERATURE (Continued)

- Positive Officer and Community Perceptions:

- Officers report optimism about using BWCs in court ([52.9% of BWC users, according to Poirier 2024](#))
- Community members largely support BWCs, leading to increased trust in police (61% of community members believe BWCs will increase trust in police, and 91% think BWCs will improve transparency, as reported by Sousa et al., 2015)

- Cost-Effectiveness:

- High benefit-cost ratio (e.g., 4.95 as reported by Williams et al., 2021)
- Potential to reduce costs associated with litigation and complaints (BWCs are associated with a 40% reduction in police settlements and a 40% decrease in the median cost per settlement, according to [Powell., 2023](#))

- Training and Self-Assessment:

- Enables officers to review interactions for self-improvement (leading to a 20% improvement in self-reported professionalism and adherence to protocols, as reported by Koen 2019)
- Provides real-world scenarios for police training (RCMP, Pilot Project Results)

- Safety Enhancements:

- Serves as a deterrent for escalation during police-citizen encounters (Iliadis et al., 2023)
- Encourages respectful and professional behavior from all parties involved (supported by 57% among officers with hands-on experience, according to Goetschel & Peha, 2017)

CHALLENGES REPORTED IN ACADEMIC LITERATURE

- Privacy Concerns:
 - Recording sensitive interactions may infringe on individual privacy
 - Victim-survivors of domestic and family violence report risks to their autonomy and safety
- Officer Resistance and Perception:
 - Some officers view BWCs as intrusive or a sign of mistrust
 - Concerns about reluctance to use necessary force due to fear of scrutiny
- Operational and Technical Issues:
 - Logistical challenges in managing and storing large amounts of video data
 - Inconsistent activation or technical malfunctions can undermine trust in the system
- Policy and Implementation Challenges:
 - Lack of standardized policies across jurisdictions
 - Resistance to adopting BWCs due to upfront costs and ongoing maintenance

CHALLENGES REPORTED IN ACADEMIC LITERATURE (Continued)

- Overreliance on Technology:

- BWCs alone cannot rebuild trust or address systemic issues in policing
- Risk of narrative manipulation or overdependence on video evidence, ignoring contextual nuances

- Cost Concerns:

- Significant financial investments required for equipment, storage, and maintenance
- Public support for BWCs decreases when associated with trade-offs, such as reduced funding for social programs
- Additional cost of retention, storage, review, and redaction

- Impact on Police Behavior:

- Potential for increased passivity among officers due to fear of being scrutinized
- Reduced discretionary actions, impacting proactive policing efforts

- Community Expectations:

- Unrealistic public expectations for BWCs to solve deep-rooted issues
- Limited impact on rebuilding trust without addressing broader structural problems

COMMUNITY SENTIMENTS ON BWC

- **Widespread Support:** Community members generally support BWCs, seeing them as tools for enhancing transparency, accountability, and trust in police interactions
- **Privacy Concerns:** Privacy issues, particularly in sensitive situations or for vulnerable populations, remain a significant concern
- **Comfort Levels Vary:** Most people feel comfortable with officers wearing BWCs, especially in victim-related cases, but some discomfort arises during enforcement or investigative scenarios
- **Perceived Benefits:** BWCs are believed to promote professional behavior from officers, de-escalate conflicts, and provide unbiased evidence of police-public interactions
- **Recommendations:** Community feedback highlights the need for robust policies on privacy, transparent use of footage, and ongoing engagement to address concerns and improve public understanding

SWOT ANALYSIS



SWOT ANALYSIS (Continued)

Strengths

- Strong organizational support from the Police Services Board
- Well-established IT infrastructure to support BWC deployment
- High willingness among frontline officers to adopt new technologies
- Proven track record of successful technology implementations

Weaknesses

- Need for updated processes, policies, and organizational realignments
- Operational challenges in managing and securely storing large volumes of video footage
- Potential resistance from officers viewing BWCs as intrusive
- Significant financial costs for equipment, storage, and maintenance
- Potential lack of comprehensive, standardized policies for BWC activation and usage

SWOT ANALYSIS (Continued 2)

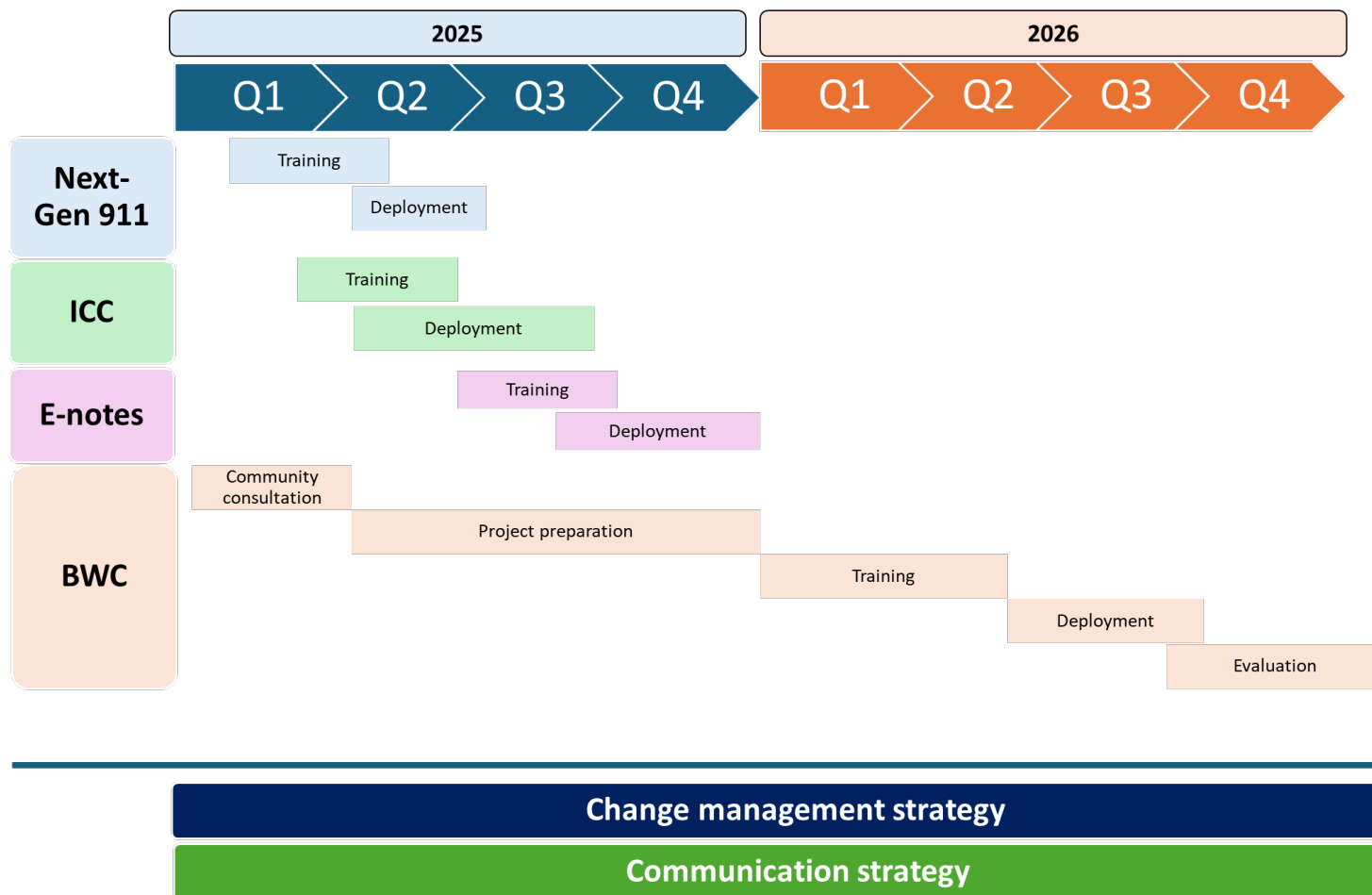
Opportunities

- Access to federal or provincial funding to offset financial constraints
- Strengthen trust and transparency with underrepresented or vulnerable groups
- Collaborate with other police services for standardization and knowledge sharing
- Leverage technological advancements to reduce costs and improve BWC functionality
- Utilize BWC data for evidence-based policy development and service improvement

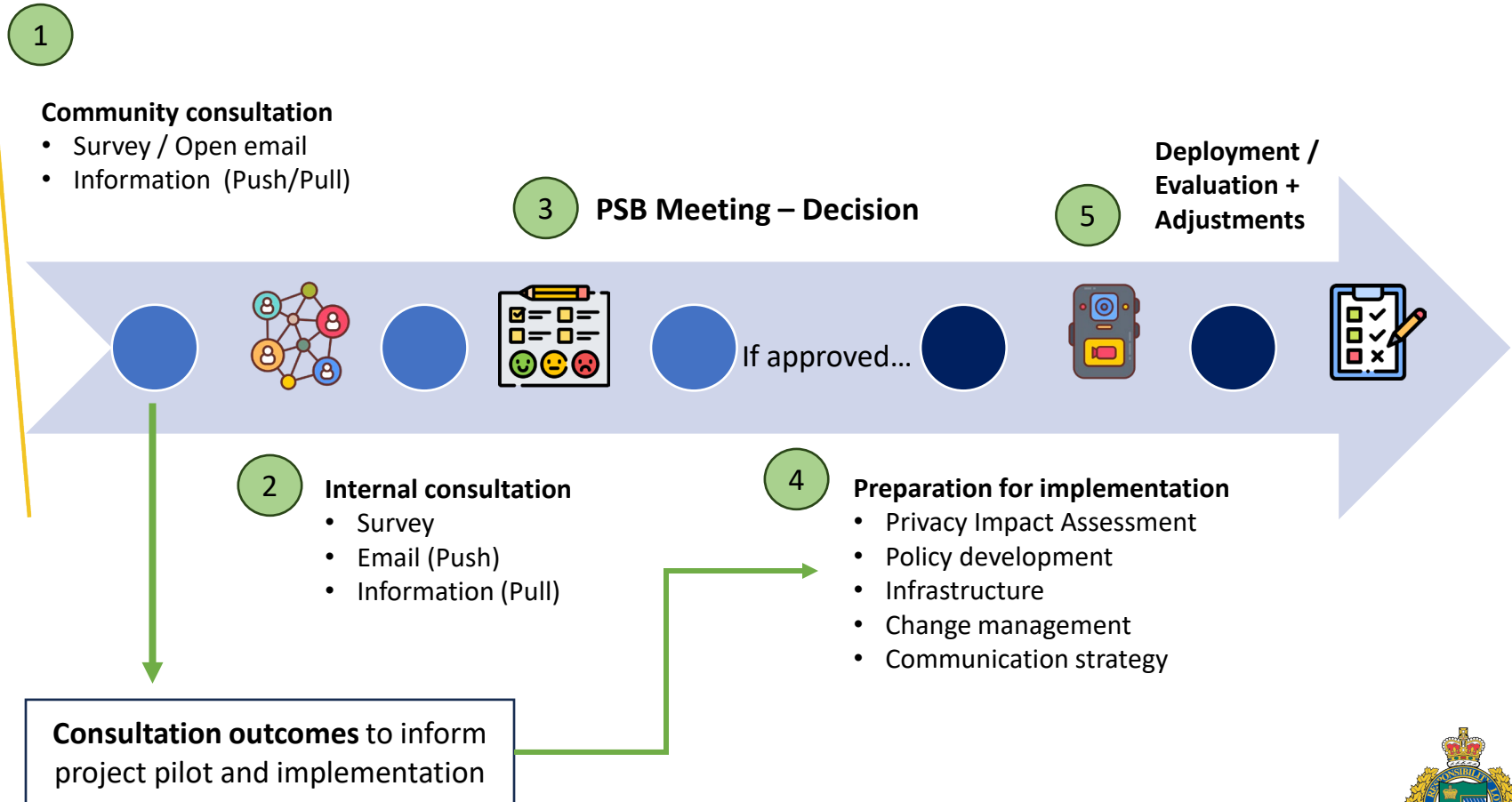
Threats

- Mismanagement of footage or non-compliance could damage public trust
- Risk of lawsuits due to misuse or breaches of privacy regulations
- Unrealistic community expectations for BWCs to address systemic issues
- Rapid technological changes requiring frequent upgrades and additional funding
- Data breaches or unauthorized access to sensitive footage

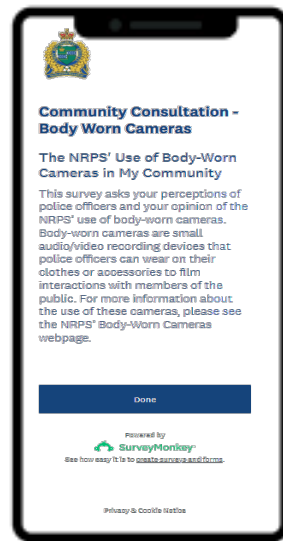
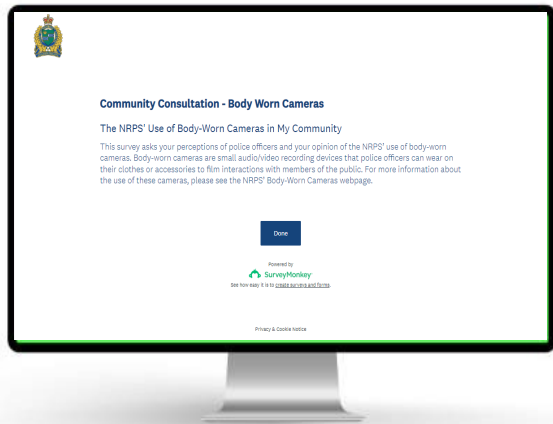
MAJOR TECHNOLOGY PROJECTS ROADMAP



BWC ROADMAP (PROPOSAL)



COMMUNITY CONSULTATION PROCESS (PROPOSAL)



- 2-3 months of community consultation using an online survey and a dedicated email address
- Survey will include four sections:
 - Section 1 – Consent to participate
 - Section 2 – Perceptions of police
 - Section 3 – Perceptions of BWC
 - Section 4 – Statistical Information
- Data will be collected, classified and analyzed in categories
- A summary of findings will be presented during a PSB meeting and will inform the implementation



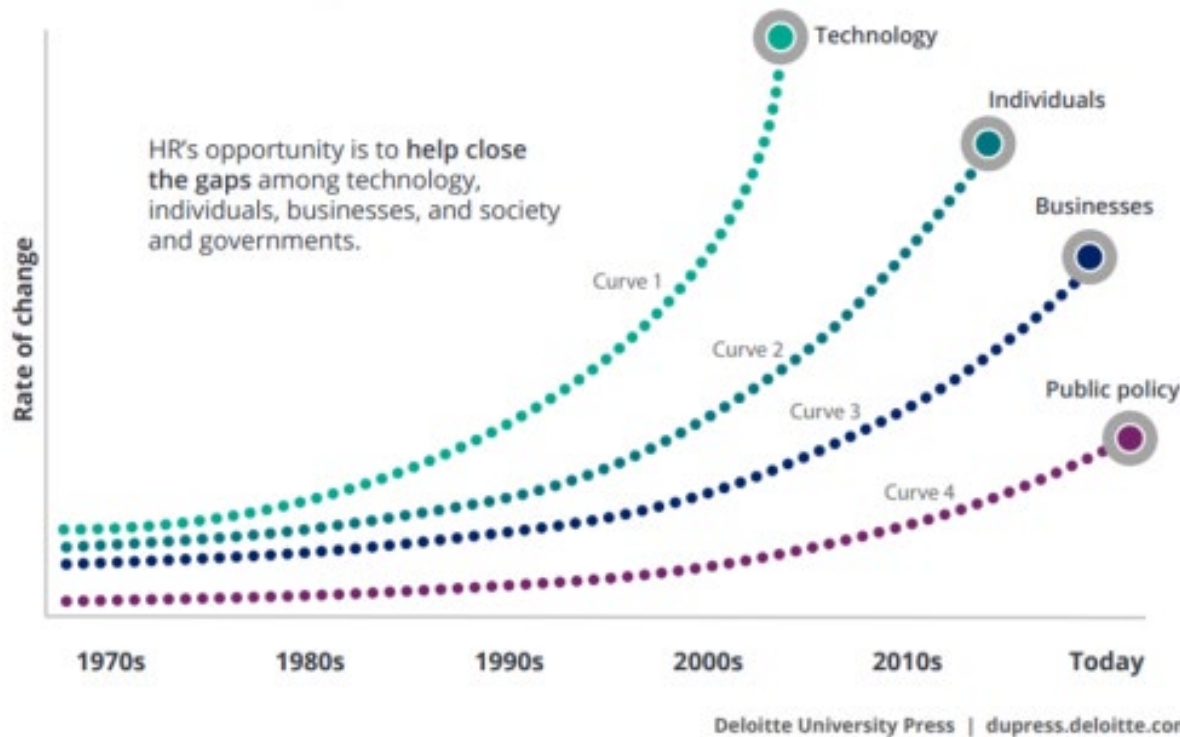
STRATEGIC CONSIDERATIONS

STRATEGIC CONSIDERATIONS

1. **Define** *expectations* for community consultation / identify *relevant* community partners
2. **Identify** organizational *champions* to lead the change management strategy
3. **Define** a clear *train the trainer* (TTT) approach to cascade training
4. **Unique** *point of contact to Q/A + troubleshoot* during pre-launch and initial launch
5. **Develop** an *evaluation mechanism* that allows NRPS to quickly incorporate changes and monitor implementation
6. **Realign** organizational structures to support effective implementation and realization of benefits

STRATEGIC CONSIDERATIONS (Continued)

Gap between Tech / People / Policy



Digital Disruption Is a People Problem. <https://sloanreview.mit.edu/article/digital-disruption-is-a-people-problem/>

STRATEGIC CONSIDERATIONS (Continued 2)

Financial considerations:

Description	Expense Type	Cost
Hardware - Upfront Capital	One-Time	\$ 950,015.66
Software, Licenses, Maintenance, etc¹	Annual – On-going	\$1,470,080.64
Salary Costs	Annual – On-going	814,106.19
Total – Annual Costs		\$2,284,186.83

Note:

1. A minimum 5-year commitment is required for software, licenses, maintenance, support, services and warranties
2. In summary, the budget impact of implementing BWC based on the proposed timeline includes one-time capital costs of \$950,015.66 to be included in the 2026 capital budget, as well as annual operating costs of \$2,284,186.83 to be partially included in the 2026 operating budget, with the full impact included annually starting in 2027

STRATEGIC CONSIDERATIONS (Continued 3)

1. Police services must **prioritize technological advancement** to stay relevant and effective in the rapidly evolving landscape of community and public safety
2. The adoption of new technologies can serve as a **powerful catalyst for staff to maintain a culture of continuous learning and innovation**. Tools like BWCs could encourage officers and staff to explore how technology can streamline operations, enhance tactics, and inform strategic decision-making
3. Deploying **BWCs will inevitably influence the workflows of justice system, including Crowns, prosecutors, and courts**. While technological adoption within police services may drive these partners to adapt and modernize their own processes, it is critical to engage them proactively. Early collaboration and consultation will ensure smoother integration and alignment with justice-related procedures

STRATEGIC CONSIDERATIONS

(Continued 4)

4. Existing Case Law **that speaks about the availability of technology** and decision of police services to not use technologies (refer to: R. v. Moore-McFarlane)
5. The success of the BWC implementation hinges on the active support and advocacy of frontline officers. **Identifying and empowering these members as champion leaders** can help mitigate resistance and foster broader acceptance across the service
6. Resistance to change is a natural challenge in any large-scale initiative. **Transparent communication, comprehensive training, and a clear articulation of the benefits of BWCs—**for officers, the public, and the justice system—will help build trust and reduce apprehension

STRATEGIC CONSIDERATIONS (Continued 5)

7. The future will see unprecedented advancements in technology, particularly with the rise of generative AI and other transformative tools. **BWC represent a foundational step toward embedding technology into everyday operations and creating a framework for future advancements**
8. Beyond operational benefits, BWCs play a pivotal role in building public confidence and enhancing transparency. **Visibly demonstrating a commitment to accountability and fair practices**, the service can strengthen its relationship with the communities it serves
9. A robust **evaluation framework** should accompany the implementation of BWCs, that is measuring key performance indicators—such as changes in complaint rates, use-of-force incidents, and case processing times—**we can assess the effectiveness of the technology and make informed adjustments as needed**

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QUESTIONS?





NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Use of Born Worn Cameras by Law Enforcement Agencies Update
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-01-13

Recommendation(s)

That the Niagara Regional Police Service Board (Board) receive this report for consideration of the implementation and deployment of Body-Worn Cameras (BWC) in 2026 and that the Board approve the recommendations contained in the report.

Key Facts

- Over the last 10 years, the Board has received multiple updates regarding the implementation of Body-Worn Cameras (thereafter BWC) (see: Reports: 104-2015 (2015), 279-2016 (2016)).
- Most of the big 12 police services in Ontario have deployed BWC to support the operations and provide adequate and effective policing as mandated by the Community Safety and Policing Act.
- The body of knowledge and the academic and grey literature in this field is extensive and allows police services to access lessons learned to mitigate risk and challenges before, during, and after implementation. Some benefits of BWC include enhancements to transparency and accountability, reduction in use of force and complaints against police, and a strong evidentiary value. Some challenges are related to privacy concerns, officer and organizational resistance to change and operational and technical issues. Nonetheless, documented benefits outweigh the challenges.
- The Niagara Regional Police Service (NRPS) has extensive experience in successfully implementing technology and other modernization projects.

Financial Considerations

In August of 2024, the Service received a non-binding budgetary estimate from Axon Public Safety Canada Inc. to assess the cost of BWCs with an estimated implementation date of Q4 2026. This estimate included the upfront capital cost, hardware maintenance and refresh, software and licenses, services, and warranties. In addition, the Service expects additional staffing requirements as a result of the implementation of BWCs. Based on consultations with other police services it is expected that 5 DEMS Clerks, 1 Equipment Hardware Technician, and 1 Sergeant would be required on an on-going basis.

A breakdown of the costs by type is as follows:

Description	Expense Type	Cost
Hardware - Upfront Capital	One-Time	\$ 950,015.66
Software, Licenses, Maintenance, etc. ¹	Annual – On-going	\$1,470,080.64
Salary Costs	Annual – On-going	\$814,106.19
Total – Annual Costs		\$2,284,186.83

* A minimum 5-year commitment is required for software, licenses, maintenance, support, services, and warranties.

In summary, the budget impact of implementing body worn cameras based on the proposed timeline includes one-time capital costs of \$950,015.66 to be included in the 2026 capital budget, as well as annual operating costs of \$2,284,186.83 to be partially included in the 2026 operating budget, with the full impact included annually starting in 2027.

Analysis

Introduction

The NRPS has explored the adoption of BWCs to enhance transparency, accountability, and community trust in police operations. This initiative has been prioritized at the request of the Chief of Police, reflecting broader trends in policing and public expectations for increased accountability. The analysis provided herein examines the rationale, challenges, and strategic considerations for implementing BWC, along with a brief history of the matter's reviewed by the Board.

The adoption of BWC has been discussed at various levels within NRPS. Key milestones include:

- 2015 – PSB Report 104-2015: This report discussed benefits and concerns with current technology at the time, and it concluded that *“It is premature for the NRPS to explore the development of a BWC program.”*
- 2016 – PSB Report 279-2016: This report provided updates regarding the implementation of Body BWC and observed the challenges with technologies reported by Toronto Police Service (TPS) during their pilot project. It concluded that “NRPS will continue to monitor TPS pilot project implementation”.
- 2024 – NRPS engaged in communication with other police services across Canada to learn from their experiences and considered BWC as part of the 2026 budget discussions. Also, more evidence became available as more police services implemented BWC in Canada and the technology has become more

affordable and reliable than before, and evidence highlights the benefits that BWC have for important policing matters (e.g., improving courts procedures, reducing use of force incidents and complaints against the police, promoting accountability and transparency)

This report synthesizes findings from academic research, community sentiment analyses, and internal evaluations to determine NRPS's readiness for BWC implementation and recommends a path forward.

Background and Context

Benefits of BWC

Transparency and Accountability: BWC provide objective documentation of police-citizen interactions, improving public trust. Studies demonstrate an 88-93% reduction in citizen complaints, and a 28-59% reduction in use-of-force incidents (Ariel et al., 2015, 2016).

Enhanced Evidence Collection: BWC deliver high-quality visual and audio evidence that strengthens court proceedings, increasing prosecution success rates in cases like domestic violence. For instance, guilty pleas increased from 87% to 93% with BWC evidence (Iliadis et al., 2024).

Officer Training and Professionalism: BWC allow officers to review interactions, fostering self-improvement and adherence to protocols. Research indicates a 20% improvement in self-reported professionalism (Koen, 2019).

Challenges of BWC

Privacy Concerns: Sensitive interactions, particularly involving vulnerable populations, may raise privacy issues (Milidragović, D., & Milić, N., 2024). Robust privacy policies and clear communication with the public are essential to mitigate this.

Financial Implications: Initial and ongoing costs for equipment, storage, and maintenance are significant (Poirier et al., 2023). However, potential savings from reduced litigation and complaints offer long-term offsets (Powell., 2023).

Operational Resistance: Some officers perceive BWC as intrusive or mistrust-inducing (Koslicki et al., 2023). Change management strategies will be critical to address resistance and ensure adoption.

Community Sentiments

Community feedback indicates strong support for BWC, with 91% of respondents believing they enhance transparency (Sousa et al., 2015). However, concerns about privacy and the equitable use of recorded data remain. A proposed consultation process will gather insights and address these issues comprehensively.

A summary of some of the academic studies discussing benefits and challenges is presented in included in the Appendix 1 Literature Review.

Discussion

Organizational Readiness

NRPS's strong IT infrastructure and history of successful technology implementation positions it well for BWC adoption. The service's existing processes will need adjustments to accommodate BWC data management and privacy requirements. Identifying organizational champions to lead this change will be pivotal.

Strategic Considerations

- **Consultation Process:** A 2–3-month consultation phase will include online surveys and community outreach, ensuring broad community partners engagement.
- **Policy Development:** Clear guidelines on BWC activation, usage, and data retention will address privacy and operational concerns.
- **Training Programs:** Comprehensive training for officers, coupled with a “train-the-trainer” approach, will facilitate smooth implementation.

Recommendation

Based on the analysis, subject to the Board assessment and approval, NRPS could be positioned to proceed with implementing BWC. The following steps are recommended:

1. Conduct a comprehensive community consultation process, inclusive of internal members to refine implementation strategies and learn from community sentiments regarding BWC.
2. Report findings to the Board to discuss the next steps. If supported:
3. Develop robust policies addressing privacy, operational protocols, and data management.
4. Initiate a phased rollout, leveraging pilot program insights and aligning with available academic evidence and best practices from other jurisdictions.

Following these steps will align NRPS with public expectations and enhance its commitment to accountability, transparency, and community trust.

Alternatives Reviewed

In the context of this analysis, the only alternative identified is to not proceed with the implementation of BWC, thereby foregoing community consultation and maintaining the status quo. While this approach might avoid immediate challenges, it presents

significant long-term implications. Diverse studies highlight the growing gaps among technology, individuals, businesses, and public policy over time. When advancements like BWC are delayed, these gaps expand, making it increasingly difficult to align with evolving public expectations and operational standards.

Delaying implementation means falling behind as technology outpaces current practices, and police services lose opportunities to enhance transparency, efficiency, and accountability. Without BWC, the adaptation process for officers and the public is postponed, public trust in police services' commitment to modern practices is undermined, and valuable data-driven insights for improving community interactions are missed. Given that most large police services in Ontario have already adopted BWC, continuing with the status quo widens the technological and procedural divide, creating a gap that will be challenging to overcome. For these reasons, maintaining the status quo is not recommended.

Relationship to Police Service/Board Strategic Priorities

BWC could be a major component of service modernization as part of the 2022 – 2025 Strategic Plan, aligned with goals: 1. Public Safety, 2. Community Engagement and Collaboration, and 3. Continuous improvement and Organizational Continuity.

Relevant Policy Considerations

Internal:

- GO - 006 - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT
- GO - 016 - CROWN BRIEF SUBMISSION
- GO - 035 - EVIDENCE AND PROPERTY MANAGEMENT

External:

- Model Governance Framework for Police Body-worn Camera Programs in Ontario, available: <https://www.ipc.on.ca/sites/default/files/legacy/2021/07/model-governance-framework-police-body-worn-camera-programs.pdf>

Other Pertinent Reports

- 2015 – PSB Report 104-2015
- 2016 – PSB Report 279-2016

References:

[2022-2025 Strategic Plan -Niagara Regional Police Service](#)

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Appendices

- Appendix 1 Literature review (Summary)
- Appendix 2 References
- Appendix 3 Status of BWC in Big 12 Police Services in Ontario, including OPP and RCMP

Study	Year	Study type	Outcomes	Benefits	Challenges	Notes	Theme
Couture-Carron, A., & Saulnier, A. (2025). "That Came Back to Haunt Me": Violence Against Women Survivors' Concerns About Police Use of Body-Worn Cameras. Journal of Interpersonal Violence. https://doi.org/10.1177/08862605241311610	2025	Qualitative study	The study on body-worn cameras (BWCs) identifies benefits such as increased police accountability, evidence generation, and convenience for survivors.		Challenges, including concerns about capturing trauma responses that could be used against survivors, reducing survivor comfort and willingness to report crimes, and contributing to revictimization and loss of control	Survivors express nuanced support for BWCs while emphasizing the need for careful consideration of their potential impacts on vulnerable populations	Increased Accountability and Transparency
Brigitte Poirier, Étienne Charbonneau, Rémi Boivin, Body-worn cameras and court proceedings: A qualitative study of police officers' expectations, Policing: A Journal of Policy and Practice, Volume 18, 2024, paae007, https://doi.org/10.1093/police/paae007	2024	Qualitative exploratory study	Police officers' perceptions of body-worn camera usage in court.	Police officers are largely optimistic about the use of BWCs in court and expect their footage to serve as visual evidence, to replace portions of written reports, and corroborate their testimony	Officers worry that BWC footage could be used by defense lawyers to challenge report discrepancies, leading to substantial impacts on legal proceedings	Police officers are optimistic about using body-worn cameras in court, expecting footage to serve as visual evidence and corroborate their testimony, but worry about defense lawyers challenging report discrepancies.	Evidentiary Value in Legal Proceedings
Milidragović, D., & Milić, N. (2024). NBP. Nauka, bezbednost, policija, 29(2). https://doi.org/10.5937/nabepo29-48718	2024	Survey-based study	Mixed views on BWCs improving police actions, communication, and performance. Strong support (68.5%) for BWCs aiding in complaint resolution and fact-finding.	Potential for increased transparency and accountability; improved evidence collection.	Concerns about privacy, increased scrutiny, and the potential impact on officer discretion.	Polarized Views: Police officers are divided on whether BWCs will significantly improve their performance or communication with citizens. Importance of Training: Effective implementation of BWCs will require thorough training to address concerns and maximize benefits. Role in Accountability: BWCs can contribute to improving police accountability and transparency, especially in complaint resolution processes. Realistic Expectations: BWCs should be seen as a supplementary tool, not a standalone solution, to broader reforms in policing practices.	Increased Accountability and Transparency
Saulnier, A. (2024). Applied Police Briefings, 1. https://doi.org/10.22215/apb.v1i.4859	2024	Survey-based study	Survey of Canadian police services reveals varied BWC policies; recommendation for a standardized national policy to promote evidence-based practice and public confidence.	Increased public trust; reduced resource wastage; decreased liability through shared standards.	Achieving consensus across diverse police services; adapting standardized policies to local contexts.		Increased Accountability and Transparency
Hamm, J. A., et al. (2024). Policing and Society. https://doi.org/10.1080/15614263.2024.2328664	2024	Experimental study	Body-worn cameras (BWCs) capture a narrower field of view compared to human visual attention, potentially missing contextual cues during police-citizen interactions.	BWCs provide objective recordings of interactions, enhancing transparency and accountability.	Limitations in capturing the full scope of an encounter; potential misinterpretation of events due to restricted perspective.		Increased Accountability and Transparency
Freemon, K. (2024). Policing: An International Journal, 47(6), 1179-1204. https://doi.org/10.1108/PIJPSM-02-2024-0018	2024	Quantitative study	Body-worn cameras (BWCs) and early intervention systems (EIS) effectively reduce officer misconduct across gender and racial groups.	Enhanced accountability and reduction in misconduct uniformly across diverse officer demographics.	Implementation and maintenance of BWCs and EIS; ensuring consistent application across all officer groups.		Increased Accountability and Transparency
Demir, M., & Apel, R. (2024). Recorded Justice or Procedural Justice? A Randomized Controlled Experiment of the Influence of Body Worn Cameras and Officer Behavior on Citizen Attitudes. Justice Quarterly, 1–35. https://doi.org/10.1080/07418825.2024.2425676	2024	Experimental study with cluster randomization using hypothetical vignettes.	- Procedural justice significantly affects citizens' perceptions of officer behavior, encounter attitudes, and general views of police and law. - Procedurally unjust behavior leads to more negative judgments than procedurally just behavior generates positive ones. - BWCs did not significantly alter attitudes or perceptions.	No discernible direct benefit in altering attitudes or perceptions in the context of the vignette.	BWCs did not buffer the negative effects of procedurally unjust policing. BWCs did not enhance the positive effects of procedurally just policing	Officer behavior has a greater influence on citizens' perceptions and attitudes than the presence of BWCs.	Procedural justice
Ferrazares, T. (2024). Monitoring Police with Body-Worn Cameras: Evidence from Chicago. Journal of Urban Economics, 141, 103539-	2024	A two-way fixed effects design	BWCs are associated with a 29% reduction in use-of-force complaints, driven by white officer-black civilian complaints.	a 34% reduction in officers reporting striking civilians and a large though less significant reduction in officer firearm usage, potential mechanisms for the reduction in complaints. Importantly, I find no change in officer injury or force from civilians.			Reduction in Use of Force and Complaints
Campeau, H., & Keesman, L. D. (2024). "Robocops" in the making: Reframing police-citizen interactions through the lens of body-worn cameras. British Journal of Criminology, 64(3), 744–760. https://doi.org/10.1093/bjc/azad059	2024	Qualitative study	Perceptions of Dehumanization: Officers feel that body-worn cameras (BWCs) hinder their ability to build rapport with citizens, leading to interactions perceived as more "robotic" and less personal. Mechanized Policing: Officers report the necessity to act more "mechanically" to adhere strictly to protocols for case-building and use-of-force, reducing flexibility in interactions. Support for BWCs: Despite these challenges, all participants support BWC use, recognizing their value for protection in an era of heightened visibility and accountability pressures.	Accountability and Protection: BWCs are perceived as tools that enhance transparency and provide officers with protection against false allegations. Improved Evidence Collection: Video recordings support better case-building and documentation of use-of-force incidents.		BWCs reshape the nature of police-citizen interactions, often at the cost of rapport-building and human connection. Officers adapt their behavior to align with the expectations and scrutiny brought by video documentation. While BWCs introduce operational challenges, their benefits in terms of accountability and officer protection ensure widespread officer support.	Increased Accountability and Transparency
L'Hoiry, X., Santorso, S., & Harrison, K. (2024). Body-worn cameras and unintended consequences: A case study of a British police force. Police Journal (Chichester), 97(4), 658–675. https://doi.org/10.1177/0032258X231211177	2024	Mixed-methods case study	Use-of-force incidents, citizen complaints against police.	Benefits: Improved transparency, accountability, and evidentiary support in prosecutions.	Challenges: BWCs led to increased workloads, reliance on video evidence, and constrained officer discretion in public interactions.	While BWCs enhance trust and provide valuable evidence, they also introduce operational challenges, including workload burdens and delays in prosecutorial processes. Comprehensive training and infrastructure are essential to balance expectations with practical realities.	Reduction in Use of Force and Complaints

Petersen, K., Papy, D., Mouro, A., & Ariel, B. (2023). The usage and utility of body-worn camera footage in courts: A survey analysis of state prosecutors. <i>Journal of Empirical Legal Studies</i> , 20(3), 534–569. https://doi.org/10.1111/jels.12358	2024	Survey of 118 Miami-Dade prosecutors on body-worn camera (BWC) usage in court.	Utility: Limited usefulness in most cases, better for trials and motions to suppress than charging decisions. Usage: Footage introduced most often at trials and motions to suppress.	Supports evidence transparency and strengthens some cases (e.g., domestic violence, resisting arrest).	Challenges: Delayed access (>10 days for 79%), difficulty obtaining footage (62%), and poor quality	Streamlined access and better quality footage are needed to enhance BWC effectiveness in legal processes.	Procedural justice
Poirier, B., Charbonneau, É., & Boivin, R. (2023). The price tag of police body-worn cameras: officers' and citizens' perceptions about costs. <i>Police Practice and Research</i> , 25(2), 189–206. https://doi.org/10.1080/15614263.2023.2210726	2023	Mixed-Methods Study with an Exploratory-Explanatory Design			Police officers are skeptical about the cost-effectiveness of BWCs, emphasizing the need for careful evaluation of their financial sustainability and alignment with public priorities.	The study reveals that while public support for body-worn cameras (BWCs) is initially high, it declines when citizens are made aware of the financial trade-offs, such as potential cuts to social programs.	Officer Resistance and Perceptions
Iliadis, M., Harris, B., Vakhitova, Z., Flynn, A., & Tyson, D. (2023). Police Body-Worn Cameras as a Response to Domestic and Family Violence: Practitioner Insights Into the Consequences for Victim/Survivors.. <i>Violence against women</i> , 10778012231185541 . https://doi.org/10.1177/10778012231185541 .	2023	Qualitative research study	Enhanced Evidence Collection: BWCs can provide real-time documentation of DFV incidents, potentially strengthening legal proceedings. Increased Surveillance: The presence of BWCs may lead to heightened surveillance of victim-survivors, raising concerns about their privacy and autonomy.	Improved Accountability: BWCs can promote police transparency and accountability during DFV interventions. Potential Deterrence: The knowledge that interactions are recorded may deter inappropriate behavior by both officers and perpetrators.	Privacy Concerns: Recording sensitive DFV situations can infringe on the privacy of victim-survivors, potentially causing additional trauma. Autonomy and Consent Issues: Victim-survivors may feel disempowered if recordings are made without their informed consent. Safety Risks: The existence of recordings could be exploited by perpetrators, posing further risks to victim-survivors.	While BWCs are intended to enhance police accountability and evidence collection in DFV cases, their use may inadvertently harm victim-survivors by compromising privacy, autonomy, and safety	Evidentiary Value in Legal Proceedings
Davies, A., & Krame, G. (2023). Policing: A Journal of Policy and Practice, 17, paad015. https://doi.org/10.1093/police/paad015	2023	Mixed-methods study	Reduction in number of complaints received; decrease in upheld citizen complaints.	Enhanced efficiency in triaging complaint submissions; reported increase in officer morale.	Under-explored aspects of BWC impact on complaint processes and officer well-being.		Reduction in Use of Force and Complaints
Koslicki, W. M., Willits, D., & Simckes, M. (2023). Policing and Society. https://doi.org/10.1080/10439463.2023.2213804	2023	Quantitative study	Policies requiring officers to inform the public of recording (civilizing effect) and mandating activation during specific events (deterrence spectrum) are associated with reductions in fatal police use of force.	Enhanced transparency and accountability; potential reduction in fatal encounters.	Implementation and compliance with activation policies; potential resistance from officers.		Increased Accountability and Transparency
Cubukcu, S., Sahin, N., Tekin, E., & Topalli, V. (2023). <i>Justice Quarterly</i> . https://doi.org/10.1080/07418825.2023.2222789	2023	Quantitative study	Significant decrease in "not sustained" complaint outcomes; significant increase in "sustained" outcomes; reduction in racial disparities in complaint adjudications.	Enhanced evidence quality leading to more conclusive investigations; improved accountability and trust in police oversight processes.	Implementation costs; ensuring consistent use and proper management of BWC footage.		Reduction in Use of Force and Complaints
McClure, D., LaFrance, C., & Williams, W. (2023). Policing: A Journal of Policy and Practice. https://doi.org/10.1093/police/paad024	2023	Qualitative study	Officers perceive BWCs as having a professionalizing effect; potential for increased passivity; concerns about being second-guessed.	Enhanced accountability; improved behavior during interactions.	Potential for decreased proactive policing; fear of external scrutiny.		Increased Accountability and Transparency
Adams, I., & Mastracci, S. (2023). First Monday. https://doi.org/10.5210/fm.v28i7.13243	2023	Qualitative study	Officers' decisions to review BWC footage before writing reports are influenced by ideological perspectives, technological limitations, and policy concerns; this practice affects how police-public interactions are documented.	Potential for more accurate and detailed incident reports; opportunity for self-assessment and training.	Risk of narrative manipulation; reliance on footage may overlook contextual nuances; policy ambiguities regarding report writing practices.		Increased Accountability and Transparency
Davies, A. (2023). Through an Australian Lens: Exploring the Impact of Body-Worn Cameras on Police–Community Relations. <i>Policing : A Journal of Policy and Practice</i> , 17. https://doi.org/10.1093/police/paac065	2023	Quantitative study	The findings indicate a high level of optimism and positive experience with the impact of the use of BWCs, specifically as it relates to change of behaviour and transparency and accountability of police and members of the public	High level of optimism and positive experience with the impact of the use of BWCs			Improved Police-Citizen Interactions
Williams, M., Weil, N., Rasich, E., Ludwig, J., Chang, H., & Egrari, S. (2021). Body-Worn Cameras in Policing: Benefits and Costs. <i>NBER Working Paper Series</i> . https://doi.org/10.3386/W28622 .	2021	Systematic Review	Impacts on policing outcomes, benefit-cost ratio of body-worn cameras.	The benefit-cost ratio of body-worn cameras is 4.95.	NA	Body-worn cameras can improve police use of force and have a 4.95 benefit-cost ratio, potentially even paying for themselves from a government budget perspective.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Potential Cost Benefits
Gaub, J. (2021). Assessing the Utility of Body-Worn Cameras for Collegiate Police Agencies. <i>Police Quarterly</i> , 25, 118 - 148. https://doi.org/10.1177/10986111211037586 .	2021	Mixed-methods research design		BWCs enhance transparency, evidence collection, officer behavior, and community trust	BWCs pose privacy concerns, resource demands, technical issues, and policy complexities		Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Wright, J. E., & Headley, A. M. (2021). Can Technology Work for Policing? Citizen Perceptions of Police-Body Worn Cameras. <i>The American Review of Public Administration</i> , 51(1), 17-27. https://doi.org/10.1177/0275074020945632	2021	Qualitative exploratory study	Positive Perceptions: Residents believe body-worn cameras (BWCs) should improve officer behavior and increase police legitimacy. Limitations: BWCs are not perceived as tools that will increase trust between police and the community; Structural and systemic issues underlying mistrust remain unaddressed by the technology.	Improved accountability and transparency in police interactions. Potential enhancement of police legitimacy in the eyes of the public.	Limited impact on rebuilding trust between police and communities. Potential overreliance on technology without addressing deeper social and institutional issues. Need for collaborative strategies and policies to maximize the effectiveness of BWCs.	The main takeaway is that while body-worn cameras (BWCs) are perceived as tools to improve police behavior and legitimacy, they alone are insufficient to rebuild trust between police and communities. Addressing systemic and structural issues requires collaborative strategies beyond technological adoption.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings

Miranda, D. (2021). Body-worn cameras 'on the move': exploring the contextual, technical and ethical challenges in policing practice. Policing and Society, 32(1), 18–34. https://doi.org/10.1080/10439463.2021.1879074	2021	Systematic Review and Meta-analysis	Enhanced Evidence Collection: BWCs provide real-time documentation of incidents, potentially strengthening legal proceedings. Improved Accountability: The presence of BWCs may promote transparency and appropriate conduct during police interventions.	Corroborative Evidence: Footage from BWCs can serve as crucial evidence in court, supporting victim-survivor testimonies. Deterrence of Misconduct: Knowing that interactions are recorded may deter inappropriate behavior by both officers and perpetrators.	Privacy Concerns: Recording sensitive situations can infringe on the privacy of individuals, potentially causing additional trauma. Consent Issues: Individuals may feel disempowered if recordings are made without their informed consent. Safety Risks: The existence of recordings could be exploited by perpetrators, posing further risks to individuals.		Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Hansen Löfstrand, C., & Backman, C. (2021). Control or protection? Work environment implications of police body-worn cameras. New Technology, Work and Employment, 36(3). https://doi.org/10.1111/ntwe.12201	2021	Review paper	Limited attention to work environment implications for police officers using BWCs.	Potential for improved officer safety and accountability.	Concerns about increased surveillance and impact on officer autonomy.		Improved officer safety and accountability.
Young, J., & Puckett, A. (2020). Body-Worn Cameras and Policing. Criminology. https://doi.org/10.1093/obo/9780195396607-0289 .	2020	Systematic Review	Police-citizen interactions, perceptions of BWCs, officer compliance, organizational effects, costs and benefits of BWCs.	Body-worn cameras in policing can increase legitimacy and accountability	Their costs and benefits must be considered in relation to the overall impact on citizens and officers.	Body-worn cameras (BWCs) are widely recognized for enhancing police accountability and transparency. They provide a visual and audio record of police interactions, which can be crucial in investigations and court proceedings. This transparency is believed to improve police legitimacy and reduce citizen complaints	Increased Accountability and Transparency
Koen, M., & Willis, J. (2020). Making sense of body-worn cameras in a police organization: a technological frames analysis. Police Practice and Research, 21, 351 - 367. https://doi.org/10.1080/15614263.2019.1582343 .	2020	Qualitative study	Diverse views on BWC purpose and use.	Increased accountability and Improved evidence collection.	Resistance to change */ Logistical and technical issues.		Increased Accountability and Transparency
Ariel, B., Sutherland, A., & Sherman, L. W. (2020). Australian & New Zealand Journal of Criminology, 53(1), 61–79. https://doi.org/10.1177/0004865820976190	2020	Quantitative study	Analysis of BWC activation metadata can identify patterns in officer behavior; potential to link activation patterns with complaint occurrences.	Improved monitoring of officer compliance; enhanced ability to address misconduct proactively.	Ensuring accurate and consistent metadata collection; addressing privacy concerns.		Increased Accountability and Transparency
Crow, M., Snyder, J., Crichlow, V., & Smykla, J. (2017). Community Perceptions of Police Body-Worn Cameras. Criminal Justice and Behavior, 44, 589 - 610. https://doi.org/10.1177/0093854816688037 .	2017	Survey and data analysis	Perceptions of body-worn cameras.	A majority supported body-worn cameras	Privacy concerns reduced perceived benefits	Most residents support the use of police body-worn cameras, with positive perceptions of performance and more police interaction leading to greater perceived benefits, while privacy concerns reduce perceived benefits.	Reduction in Use of Force and Complaints
Goetschel, M., & Peha, J. (2017). Police Perceptions of Body Worn Cameras. American Journal of Criminal Justice, 42, 698-726. https://doi.org/10.2139/SSRN.2944387 .	2017	Survey and data analysis	Police perceptions of body-worn cameras.	NA	Support for BWCs increased from 31% to 57% among officers with hands-on experience.	Police officers with hands-on experience in body-worn camera technology have increased support for implementing them, but their support decreases among those without experience.	Officer Resistance and Perceptions
Braga, A. (2017, September). Benefits of Body-Worn Cameras: New Findings from a Randomized Controlled Trial at the Las Vegas Metropolitan Police Department Office of Justice Programs. Www.ojp.gov. https://www.ojp.gov/ncjrs/virtual-library/abstracts/benefits-body-worn-cameras-new-findings-randomized-controlled-trial	2017	Randomized controlled trial	Impacts on policing outcomes, benefit-cost ratio of body-worn cameras.	1) Enhanced transparency and accountability in police operations; 2) reduction in the use of force by police officers and a decrease in citizen complaints, suggesting that BWCs can positively influence police-citizen interactions; 3) potential of BWCs to aid in the prosecution of cases by providing reliable evidence, thereby improving the efficiency of the criminal justice process			Increased Accountability and Transparency
Morrow, W., Katz, C., & Choate, D. (2016). Assessing the Impact of Police Body-Worn Cameras on Arresting, Prosecuting, and Convicting Suspects of Intimate Partner Violence. Police Quarterly, 19, 303 - 325. https://doi.org/10.1177/1098611116652850 .	2016	Controlled experimental study	Arrest, prosecution, and conviction rates in IPV cases.	BWCs increased arrests, charges, guilty pleas, and verdicts in IPV cases.	NA	Police body-worn cameras are more effective in arresting, prosecuting, and convicting intimate partner violence offenders compared to non-camera cases.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Ariel, B. (2016). Increasing Cooperation With the Police Using Body Worn Cameras. Police Quarterly, 19, 326 - 362. https://doi.org/10.1177/1098611116653723 .	2016	Controlled experimental study	Willingness to report crimes.	BWCs increased crime reporting in low crime density residential areas.	NA	Body Worn Cameras increase the willingness to report crimes to the police in low crime density residential street segments, but have no discernible effect in hotspot areas.	Improved Police-Citizen Interactions
Boston Police Department. 2016. "Body-Worn Camera Pilot Program Policy." Boston, Massachusetts, July 12. https://www.bwccorecard.org/static/policies/2016-07-12%20Boston%20-%20BWC%20Policy.pdf	2016	Randomized controlled trial	This involves police officers wearing cameras on their uniforms to improve the civility of their interactions with citizens.			The findings reveal that BWCs significantly reduce both citizen complaints and police use of force, although they do not notably affect officer activity or discretion. Additionally, the study identifies significant spillover effects, with reductions in citizen complaints observed among control officers in districts where BWCs were deployed. This suggests that even partial implementation of BWCs can have a deterrent effect, as both officers and citizens may perceive a heightened risk of inappropriate behavior being recorded.	Reduction in Use of Force and Complaints

Smykla, J., Crow, M., Crichlow, V., & Snyder, J. (2015). Police Body-Worn Cameras: Perceptions of Law Enforcement Leadership. American Journal of Criminal Justice, 41, 424 - 443. https://doi.org/10.1007/s12103-015-9316-4 .	2015	Survey and data analysis	Law enforcement leadership attitudes toward body-worn cameras.	NA	Command staff believe BWCs will make police more reluctant to use necessary force.	Law enforcement command staff believe body-worn cameras will impact officers' decisions to use force and make them more reluctant to use force, with public support and media pressure driving their adoption.	Officer Resistance and Perceptions
Ariel, B., Farrar, W., & Sutherland, A. (2015). The Effect of Police Body-Worn Cameras on Use of Force and Citizens' Complaints Against the Police: A Randomized Controlled Trial. Journal of Quantitative Criminology, 31, 509-535. https://doi.org/10.1007/S10940-014-9236-3 .	2015	Randomized Controlled Trial	Use-of-force incidents, citizen complaints against police.	Body-worn cameras halved use-of-force incidents and reduced complaints from 0.7 to 0.07 per 1,000 contacts.	NA	Body-worn cameras significantly reduce the likelihood of use-of-force and citizens' complaints against the police in police-public encounters.	Reduction in Use of Force and Complaints
Coudert, F., Butin, D., & Métayer, D. (2015). Body-worn cameras for police accountability: Opportunities and risks. Comput. Law Secur. Rev., 31, 749-762. https://doi.org/10.1016/J.CLSR.2015.09.002 .	2015	Comparative policy analysis and literature review study	The study highlights the global expansion of body-worn cameras, their role in enhancing police accountability, and the associated privacy and adoption challenges across different countries.			Police body-worn cameras can improve accountability and reduce violence, but they also pose privacy threats and may lead to function creep.	Reduction in Use of Force and Complaints

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Appendix 3 Status of BWC in Big 12 Police Services in Ontario, including OPP and RCMP

Police Service	Status of Body-Worn Cameras
Toronto Police Service	Implemented. Conducted a pilot project in 2015-2016; service-wide implementation recommended. https://www.tps.ca/use-technology/body-worn-cameras/
Peel Regional Police	Implemented: Deployed BWCs to front-line officers. https://www.peelpolice.ca/en/in-the-community/body-worn-cameras-faqs.aspx
York Regional Police	Not implemented yet. YRP continues to monitor its deployment. https://yrp.ca/en/about/resources/2023-to-2025-York-Regional-Police-IT-Strategy.pdf
Ottawa Police Service	Continues to evaluate its deployment until at least 2026 citing budget constrains. https://www.ottawapolice.ca/en/who-we-are/resources/Documents/2025-Budget/Budget-Report-2025.pdf
Durham Regional Police	Fully deployed to frontline officers https://www.drps.ca/pages/body-worn-camera-project/
Halton Regional Police	Ongoing pilot project and deployment of 24 BWC Microsoft PowerPoint - HRPS Police Video Program Update - Feb 2024
Hamilton Police Service	Recently received PSB approval to deploy BWC service wide, starting with front line units and deployment will roll out 500 cameras, finishing in May 2025. https://www.hamiltonpsb.ca/media/xh4ntqkr/p-025-use-of-body-worn-cameras.pdf
Niagara Regional Police	Not implemented
Waterloo Regional Police	Implemented. Full deployment of BCW to frontline expected in 2025, after completing a 16-month pilot project in 2023. (Body-Worn and In-Car Camera Pilot Project - Waterloo Regional Police Service)
London Police Service	Not implemented yet. Request for funding included in 2025, 2026, 2027 budget. https://www.londonpolice.ca/en/services/resources/2021-

	Remediated-by-Esol/23-90-2024-2027-Operating--Capital-Budgets---FINAL.pdf
Windsor Police Service	Ongoing deployment. 26 BWC were deployed between June 3 and September 2, 2024. Expansion to front line patrol will continue in 2025- https://windsorpolice.ca/newsroom/news-update/2024-10-22-update-1
Greater Sudbury Police	Will begin with 30 officers in Emergency Response Unit and Traffic Management Unit in January 2025. https://www.gsps.ca/en/about-gsps/resources/GSPSB-Public-Agenda_Oct-16-2024.pdf
RCMP	National deployment of BWC started on November 18, 2024. 1,000 front lines, per month over eight months (i.e., 90 per cent of frontline members will be using body-worn cameras and full deployment will be complete in the next 12-18 months). Community survey released in May 2023. https://rcmp.ca/en/body-worn-cameras/survey-rcmps-use-body-worn-cameras-my-community https://rcmp.ca/en/news/2024/11/rcmp-begins-national-deployment-body-worn-cameras
OPP	Conducted an evaluation study in 2021. Released request for bid in 2023 to equip OPP with 12,448 BWC

Administration

Office of the Regional Clerk

1815 Sir Isaac Brock Way, PO Box 1042, Thorold, ON L2V 4T7

Telephone: 905-980-6000 Toll-free: 1-800-263-7215 Fax: 905-687-4977

www.niagararegion.ca

March 27, 2025

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

SENT ELECTRONICALLY

RE: Councillor Information Requests – Corporate Services Committee, March 5, 2025

At the Corporate Services Committee meeting held on March 5, 2025, Committee considered Report CSD 8-2025 respecting 2024 Year-End Results and Transfer Report. The following requests for information were made:

Minute Item 6.2

Request Niagara Regional Police provide information regarding projected overtime costs for 2025 considering the impact the additional FTE's approved in the 2025 budget might have. Councillor Heit.

Request Niagara Regional Police provide information on the approved budgets or future planned budget request for body cameras. Councillor Heit.

It would be appreciated if you could kindly provide this information at your earliest convenience so that it may be shared with Council.

If further information is required, please contact me at 905-980-6000 Ext. 3220 or by email ann-marie.norio@niagararegion.ca

Yours truly,



Ann-Marie Norio
Regional Clerk
CLK- C 2025-028



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Execution of Contracts – Rampart International Corporation and Uniform Works

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-04-04

Recommendation(s)

That the Niagara Police Service Board (Board) approve the attached quotes:

- 1. Appendix 1 quote was provided by Rampart International Corporation for \$922,877.55 inclusive of HST to complete the procurement of 850 Glock G45 firearms and 850 Amerigo Sights for the Glock G45.**
- 2. Appendix 2 quote provided by Uniform Works for \$214,325.97 inclusive of HST to complete the procurement of holsters.**

Key Facts

- In the 2025 capital budget, the Board approved a capital project for \$1,205,000.00 to replace all sworn members use of force with a new model Glock G45 firearm inclusive of accessories such as a sight and holster.
- The purpose of this report is to award Rampart International Corporation (Rampart), a sole source Canadian distributor for the Glock G45 in Canada, and Uniform Works with the contracts for the full suite of products required; firearms, sight, and holster.
- The quotes relating to the procurement of items are available in Appendix 1 and Appendix 2.
- There is an expected lead time of 4 - 5 months for all items to be received for the scheduled in-service training in September 2025.

Financial Considerations

As per Board By-Law 412-2024, Financial Reporting, Control and Procurement of Goods and Services, contractual agreements awarded via a single source procurement process with a contract value greater than \$150,000.00 CAD requires Board approval.

Rampart is the sole Canadian distributor for the Glock G45 in Canada therefore, a competitive procurement process is not required.

For the second quote to purchase holsters, the Service received two informal price quotes from the two Canadian vendors with distribution rights and pending approval will

award to Uniform Works as the lowest bidder. Due to the long lead time and limited number of vendors, the Service did not engage in a formal procurement process and therefore, this contract is awarded as a sole source to the lowest bidder, Uniform Works. Since the dollar amount for this quote exceeds \$150,000.00, then Board approval is required.

In the 2025 capital budget, the Board approved \$1,205,000.00 for the replacement of the Service use of force principal firearm. The net cost less HST rebate for the 2 quotes is \$1,024,096.00 (\$831,088.83 + 193,007.17), which is within the available capital funds for this project.

Analysis

Under the Community Safety and Policing Act, 2019, O-Reg 391/23 outlines the technical requirements for firearms, which all Ontario police services must comply with. All use of force qualified officers are issued a firearm as part of their uniform to ensure personal and public safety. Firearms are issued when an officer is hired and subsequently replaced once reaching the end of useful life.

The decision to transition to the Glock G45, a 9 mm firearm, from the current Glock 22 40 calibre model was based on the number of Service issued firearms that have reached or are nearing the end of useful life (75%) and anticipated savings to ammunition supply costs by switching to the 9 mm firearm. The Service's ammunition usage is a result of annual training requirements, and annual operating savings are expected because of the transition, while the unit cost of each firearm is equal. Also included in the capital project is the purchase of sights and holsters to ensure that industry best practices are followed.

Through the procurement process we establish the following relating to distribution of the required items:

- Glock G45 firearms have only one approved distributor in Canada, the approved vendor is Rampart for the Austrian based manufacturer.
- As an accessory to the Glock G45, we are required to purchase 850 Glock G45 sights manufactured in the U.S. with Canadian distribution rights held by Rampart. These items are subject to U.S. manufacturer-imposed tariffs.
- As an additional accessory to the Glock G45 firearm, the Service will need to purchase 850 Level 2 holsters (plainclothes) and 850 Level 3 holsters (uniform). As part of the procurement process, there are 2 approved distributors in Canada. These items are subject to U.S. manufactured imposed tariffs. The approved vendors are Rampart and Uniform Works, as there are only 2 vendors with distribution rights in Canada. As a result, no formal procurement process was initiated rather a price quote was requested from both distributors and awarded based on lowest cost.

The Service is recommending that the Board approve the contract award for the Glock G45 firearm and accessories to Rampart and Uniform Works.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

The Board is responsible to ensure the Service is equipped with the adequate resources to fulfil its service mandate, including proper facilities master plan.

Relevant Policy Considerations

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

Other Pertinent Reports

Not applicable.

This report was prepared by Stephen Harman, Manager, Materials and reviewed by Laura Rullo, Director Finance and Asset Management. Recommended by Luigi Greco, Deputy Chief, Support Services.



Submitted by:

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

Appendices

Appendix 1 - Rampart Quote #Q-36565 Glock G45 Firearms and Amerigo Sights
Appendix 2 - Uniform Works Quote #EST0004414 Glock G45 Holsters

Appendix 1



QUOTE#: Q-36565

Date:	25/03/2025
Quote Valid Till:	25/04/2025

Rampart International Corp.

2574 Sheffield Road
Ottawa, ON K1B 3V7
Canada
Phone: (613) 729-0446
Fax: (647) 930-1860

BILLING ADDRESS
Niagara Regional Police -Training Unit Attn: Jesse Hicks 1815 Sir Isaac Brock Way Thorold, Ontario, L2V 4T7

SHIPPING ADDRESS
Niagara Regional Police -Training Unit Attn: Jesse Hicks 107 Seneca Trail Welland, Ontario, L3C 0E8

PO NUMBER	TERMS	PREPARED BY	CURRENCY	LEAD TIME
	Net 30 Days	Evan Fleck	CAD	4-6 Months

#	QTY	PART #	DESCRIPTION	PRICE	TOTAL
1	850.00	GL-45MOS-NY1FXD-17	GLOCK - G45 MOS Handgun, NY1, FXD, 17 Round Magazines	809.13	687,760.50
2	850.00	Ameriglo-GL-5517MOS	Ameriglo - Agent - MOS;Glock Gen 5;OR/GR Fr BL/GR Rr. 9305.10.00	128.81	109,488.50
3	1.00	TARIFF	Tariff	19,465.65	19,465.65
4	1.00	SHIP-Included	Shipping	0.00	0.00

For modifications and orders: efleck@rampartcorp.com	Total	\$816,714.65
	Applicable Taxes	\$106,172.90
	Grand Total	\$922,887.55

NOTE: Returned or exchanged items may be subject to a re-stocking fee of up to 25% of the original purchase price. Please ensure the correct products/sizes/colors have been selected prior to placing the final purchase order.

Appendix 2



Uniform Works Limited
89 Cutler Avenue
Suite 105
Dartmouth NS B3B 0J5
Canada

QUOTE - DEVIS

#EST0004414

SALES REP - REPRÉSENTANT James Jack

Bill To/Facturer a

ACCOUNTS PAYABLE
NIAGARA REGIONAL POLICE SERVICE
1815 SIR ISAAC BROCK WAY
PO BOX 1042
THOROLD ON L2V 4T7
Canada

Ship To/Expédier à

Belanger, Sara Ann
NIAGARA REGIONAL POLICE SERVICE
3551 Thorold Townline Road (10001195)
Service QM/Fleet
Thorold ON L2E 6S4
Canada

DATE	EXPIRES/EXPIRE	SHIPPING METHOD/MODE DE LIVRAISON
03/21/2025	04/20/2025	No Charge Shipping

QTY/QTÉ	ITEM	RATE/TAUX	AMOUNT/MONTANT
850	SLOC-7360-28327-411 7360 GLOCK 19/23 TLR-7 SAFSEV BLK RH	\$142.16	\$120,836.00
850	Tariff Reciprocal tariffs on US made items.	\$19.90	\$16,915.00
850	SLOC-7378-2835-411 7378 GLOCK 19 GEN5 SAFSEV BLK RH	\$53.58	\$45,543.00
850	Tariff Reciprocal tariffs on US made items.	\$7.50	\$6,375.00

SUBTOTAL/SOUS TOTAL \$189,669.00

HST/GST \$24,656.97

PST \$0.00

Total \$214,325.97

TERMS/TERMES Net 30



EST0004414

1 of/de 1



INTERNAL CORRESPONDENCE

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

Date: April 7, 2025

**Re: Police Service Board By-laws
Board and Chief Communications, Critical Points, and Delegation of Authority**

Purpose:

The purpose of this report is to provide the Board with draft by-laws as required for compliance with the Community Safety and Policing Act, 2019 (CSPA), and its Regulations.

Background Information and Discussion:

On April 1, 2024, the Community Safety and Policing Act, 2019 (CSPA) and its Regulations came into force. The CSPA is an opportunity to modernize policing and enhance community safety in Ontario. All Police Service Boards and Police Services are required to comply with the CSPA and its associated Regulations. The CSPA provides that the Board establish policies respecting matters related to the Police Service or the provision of policing.

To meet these legislative requirements, draft By-laws have been created. These By-laws also instruct the Chief of Police to ensure the administration of the Service adheres to the CSPA, its Regulations, and all relevant Board By-laws and policies. The Chief of Police regularly provides the Board with reports to monitor compliance, which also support the budget process, strategic planning, and ongoing assessment of the Service's needs.

The By-law on Board and Chief of Police Communications recognizes the importance of communication which is essential to Board governance. It outlines the communication policies and practices for standard communication channels, matters of operational significance, Board Member communication and information sharing and Board Member contact with Members of the Police Service. Additionally, the CSPA provides that Board Members comply with the Code of Conduct Regulation for Police Service Board Members. This By-law was developed in consultation with the Inspectorate of Policing, Police Services Advisor.

With respect to the Critical Points By-law, the Inspector General of Policing has issued an Advisory Bulletin recommending Boards develop a "Critical Points" policy to support the Board's statutory governance role to provide clarity on information sharing, discussion and reporting on events that reach the "Critical Points" threshold. This By-law was developed at the direction of the Inspector General and in consultation with the Police Services Advisor.

With respect to the Delegation of Authority By-law, Section 42(1) of the Community Safety and Policing Act permits the Niagara Police Service Board to delegate the powers assigned to it under the CSPA to a committee or to an employee of the Board who is not a member of the police service or to the Chief of Police. This By-law provides the Board and Chief with greater clarity on approvals and signing authorities, as well as streamlining administrative responsibilities in an efficient and timely manner.

The provisions in the By-laws are a mandated responsibility of Police Service Boards. These By-laws ensures compliance with the CSPA and its Regulations. The Board Solicitor, Woody McKaig; Service Legal Counsel, Vita Gauley; and Chief of Police Bill Fordy; have reviewed and endorsed these By-laws and they are now presented to the Board for final approval.

Cost of Recommendation:

There will be no additional costs associated with the implementation of the attached By-laws. Specific costs resulting from the administration and governance of the Police Service are dealt with by the Chief of Police and the Board on an ongoing basis as part of the annual budget processes.

Alternative Options:

The Board is required to develop a host of policies for every aspect of service delivery. These By-laws as presented comply with the CSPA and its Regulations and Inspectorate of Policing, Ministry of the Solicitor General guidelines and there are no realistic alternatives.

Recommendation:

That the Board adopt the draft by-laws as appended to this report;

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



Deb Reid
Executive Director

Encl. (3)

By-law 525-2025: Delegation of Authority
By-law 526-2025: Board and Chief of Police Communications
By-law 527-2025: Critical Points



BY-LAW NO. 525-2025

A BY-LAW RESPECTING THE NIAGARA REGIONAL POLICE SERVICE BOARD DELEGATION OF AUTHORITY

1. PREAMBLE

- 1.1 WHEREAS subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ("CSPA")* provides that a Board shall provide adequate and effective policing in the area for which it has policing responsibility as required by Section 10 of the CSPA;
- 1.2 AND WHEREAS subsection 38 (2) of the CSPA provides that a Police Service Board may establish policies respecting matters related to the Police Service or the provision of policing;
- 1.3 AND WHEREAS subsection 42 (1) of the CSPA permits that a Police Service Board to delegate the powers assigned to it under the CSPA to a committee or to an employee of the Board who is not a Member of the Police Service or to the Chief of Police;
- 1.4 AND WHEREAS the Board deems it expedient to enact this By-law to delegate certain authorities for efficient administration and operations.

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

2. DEFINITIONS

- 2.1 "Act" or "CSPA" means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 "Board" means the Regional Municipality of Niagara Police Service Board;
- 2.3 "Chair" means the Chair of the Board;
- 2.4 "Chief" means the Chief of the Niagara Regional Police Service;
- 2.5 "Designate" means, for the purposes of this By-law, the person provided with written authority to act on behalf of a Signing Officer;
- 2.6 "Document" means any written instrument in paper or electronic form which, when duly executed, will have or is intended to have the effect of binding the Board but does not include any cheques, bank drafts, debentures, or other financial instruments;
- 2.7 "Executive Director" means the Executive Director appointed by the Board;

- 2.8 “*Member*” means a member of the Niagara Regional Police Service;
- 2.9 “*Region*” means the Regional Municipality of Niagara;
- 2.10 “*Service*” means the Niagara Regional Police Service;
- 2.11 “*Signing Officer*” means a person appointed pursuant to this By-law to execute any document on behalf of the Board;
- 2.12 “*Vice-Chair*” means the Vice-Chair of the Board.

3 BOARD POLICY

- 3.1 The Board recognizes the need to ensure accountability and support effective governance in carrying out its statutory and administrative responsibilities. The Board also appreciates the need to advance its work and that of the Niagara Regional Police Service in an efficient and timely manner. These are the guiding principles under which the Board delegates signing authority in accordance with its statutory authorities and the provisions and restrictions in this By-law.

4 DELEGATED AUTHORITY

- 4.1 The Board hereby delegates its authority to the Chair for:
- (a) Special Fund disbursements, consistent with Board policy;
 - (b) Purchase of goods and services for the Police Service Board over \$50,000 and up to \$100,000, as recommended by the Executive Director or Board Solicitor;
 - (c) After approved and authorized by the Board, execution of contracts, agreements, protocols, and collective agreements;
 - (d) Federal and Provincial Government grant applications and letters of commitment directed to the Police Service Board for police funding;
 - (e) After Board approval, employment contracts for Board staff and excluded positions under s.220 of the CSPA;
 - (f) Appointments of Police Officers, Special Constables, Auxiliary Members, on the recommendation of the Chief;
 - (g) Appointment of Chief and Deputy Chiefs of Police after such appointments are approved and authorized by the Board;
 - (h) Appointment of the Executive Director after such appointment is approved and authorized by the Board;
 - (i) Approval of expenses incurred by the Chief and Executive Director.
- 4.2 In the Chair’s absence, the Vice-Chair shall have the same delegated authorities.
- 4.3 The Board hereby delegates its authority to the Chief for:
- (a) Secondment agreements with other police services;
 - (b) Grant applications, funding agreements and ancillary documents;
 - (c) Requests for temporary assistance under s.19 of the CSPA;
 - (d) Special Fund disbursements, consistent with Board policy;
 - (e) Operational agreements, waivers, and releases up to \$250,000 provided these are included in the annual budget approved by the Board;

- (f) Contracts and procurement up to the limits of the Chief of Police in the Board's By-law to Regulate Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service;
- (g) Federal and Provincial Government grant applications directed to the Police Service for police funding;
- (h) After Board approval, Minutes of Settlement regarding matters settled within the financial authority of the Chief as detailed in this By-law;
- (i) Employment offer letters provided to Service Members but not including employment offer letters or employment contracts for Chief, Deputy Chiefs or excluded positions under s.220 of the CSPA, or collective agreements.;
- (j) Appoint employees of the Board who are under the direction of the Chief as police cadets, to undergo training, under s.90(1) of the CSPA;
- (k) Applications for Appointments as Police Officers, Special Constables, and Auxiliary Members;
- (l) Grievance/human rights settlements, legal indemnification, and legal indemnification legal fees up to a total, including costs and disbursements, of \$35,000;
- (m) "After Board approval, real estate property leases/licenses up to the limits of the Chief of Police in the Board's By-law to Regulate Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service;
- (n) Short-term facility licenses/rentals for police use.

4.4 The Acting Chief shall have the same delegated authorities when Acting.

4.5 The Board delegates its authority to the Executive Director for:

- (a) Approval of Board Members' and staff expenses;
- (b) Approval of legal accounts from the Board Solicitor up to \$50,000;
- (c) Purchase of goods and services up to \$50,000;
- (d) Short-term facility licenses/rentals for Board use.

4.6 For Board office procurements within the Board's By-law to Regulate Financial Reporting, Control and Procurement of Goods and Services, the Executive Director may execute contracts.

4.7 For Police Service procurements within the Board's By-law to Regulate Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service, not involving Regional assets, the Chief may execute contracts.

4.8 For exempt Police Service procurements not involving Regional assets, the Chief may execute contracts.

4.9 Contracts involving Regional assets shall be executed by the Region per its by-laws.

4.10 This By-law shall be interpreted in accordance with the CSPA and its Regulations.

4.11 Any delegation under this By-law shall be subject to Board policies and financial approvals.

5 LIMITATIONS

5.1 Despite any provision of this By-law, a signing officer or designate shall not approve any matter or execute any document unless the transaction or activity to which the matter or document relates has been approved by the Board. For greater clarity, a transaction or activity shall be deemed to be approved by the Board where such transaction or activity:

- (a) is included in the annual budget adopted by the Board;

- (b) is included in a program, project or activity, which has been approved by the Board;
or
- (c) is reasonably incidental to the authority given to the Chief of Police or their designate to carry out their duties and responsibilities on behalf of the Board.

6. REPORTING REQUIREMENTS

- 6.1 At least one original of each executed document, including but not limited to grievance and HRTTO settlement documents, shall be retained by the Police Service Board Office, and electronic copies of the executed documents will be retained on the electronic contractual documentation management system administered by the Police Service Board Office and the Office of the Deputy Chief of Police.
- 6.2 Reporting requirements will be in accordance with By-Law 421-2024: A By-law to Establish Policy for Protocols, Shared Service Agreements and Other Contracts with Police Services and Other Organizations, that requires the Chief of Police to make an annual report regarding the details of all protocols, agreements, and contracts with police services and other organizations.

7 IMPLEMENTATION

- 7.1 Any By-laws, sections of by-laws and policies of the Board inconsistent with the provisions of this By-law are hereby repealed.
- 7.2 This By-law shall come into force on the date of its passage.

ENACTED AND PASSED this _____ day of _____, 2025.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Pat Chiochio, Chair

Deb Reid, Executive Director

Attachments (1)

SCHEDULE A

	DELEGATED AUTHORITY	DELEGATE	CONDITIONS/ RESTRICTIONS	BY-LAW
APPOINTMENTS, PROMOTIONS, RECLASSIFICATIONS				
1.	Appoint employees of the Board who are under the direction of the Chief as police cadets, to undergo training	Chief of Police		CSPA, 2019, s. 90(1)
2.	Certificate of Appointment as a Police Officer for Members of the NRPS	Chair		CSPA, 2019, s. 83(4)
3.	Application for Appointment as Special Constable NRPS	Chief of Police	Submitted to Board for Approval of Appointment	456-2024
4.	Application for Appointment as Special Constable Niagara Parks Commission	Chief of Police	Submitted to Board for Approval of Appointment	466-2024
5.	Application for Appointment as Special Constable Brock University Campus Safety Services	Chief of Police	Submitted to Board for Approval of Appointment	466-2024
6.	Approval and Certificate of Appointment as Special Constable for NRPS	Chair		456-2024
7.	Approval and Certificate of Appointment as Special Constable for Niagara Parks Commission	Chair		466-2024
8.	Approval and Certificate of Appointment as Special Constable for Brock University Campus Safety Services	Chair		466-2024
9.	Approval of Appointment as Auxiliary Member of the NRPS	Chair		426-2024
10.	Promotions and Reclassifications of Members of the NRPS.	Chief of Police	Excludes Senior Officer Ranks	Collective Agreements
11.	Acceptance of resignations and/or retirements on behalf of the Board.	Chair Chief of Police	Non-association positions, i.e., Board Staff and Chief, Deputy Chief, and positions under s.220 of the CSPA. Uniform and Civilian Service Members	CSPA, 2019, and related Police Service Board By-laws and Collective Agreements.

BOARD ADMINISTRATION				
12.	Purchase of goods and services, consistent with Board policy.	Executive Director Chair	To a maximum of \$50,000 Over \$50,000 Board approval required for amounts over \$100,000.	412-2024
13.	Contracts, agreements and protocols that have been authorized by the Board.	Chair		412-2024
14.	Contracts, agreements and protocols related to the supervision of staff and administration of the Board Office and Board day-to-day operations.	Executive Director		412-2024
15.	Travel and other expenses incurred as part of the official duties and responsibilities of the Chief of Police and Executive Director.	Chair		Niagara Region Corporate Policy
16.	Travel and other expenses incurred as part of the official duties and responsibilities of the Board Members and staff.	Executive Director		Niagara Region Corporate Policy
17.	Legal accounts from the Board Solicitor approved within the Board budget.	Executive Director		412-2024
18.	Payment of eligible legal indemnification up to \$35,000.	Chief of Police	Board approval required for costs above \$35,000.	
19.	Civil Actions - Settlement instructions for civil actions filed against the police.	Chair or Chief of Police Board	To a maximum of \$35,000, with a settlement report to the Board. Board approval of any claim exceeding \$35,000.	418-2024
20.	Annual Leave requests of the Chief.	Chair		Employment Agreement
POLICE OPERATIONAL MATTERS				
21.	Joint operation agreements with enforcement agencies, including other municipal police services, OPP, RCMP, CBSA, etc.	Chief of Police	Submitted to Board for review and approval	452-2024
22.	Secondments with other Municipal, Provincial or Federal enforcement agencies.	Chief of Police	Submitted to Board for review and approval	
23.	Shared service agreements with other policing agencies made under s.14 of the CSPA.	Chair or Chief of Police	Submitted to Board for Approval	CSPA

24.	Requests for Temporary Assistance made under s.19 of the CSPA.	Chief of Police	Copy submitted to Board for records	CSPA
25.	Agreements with institutions and community partners under a Board approved program.	Chief of Police	Copy submitted to Board for records	
26.	Waivers, releases and grants of indemnification not related to a purchase.	Chief of Police		
27.	Agreements with Federal or Provincial governments, municipalities or agencies for Board undertakings, program delivery and administration.	Chair or Chief of Police	Copy submitted to Board for records	
28.	Requests for unpaid leave of absence.	Chief of Police		
29.	Non-disclosure and confidentiality agreements.	Chief of Police		
FINANCE				
30.	Purchase of goods and services, consistent with Board policy.	Chief of Police	To a maximum of \$250,000 Board approval required for amounts over \$250,000.	412-2024
31.	Applications for funding or subsidy on behalf of the Board.	Chair or Chief of Police		403-2024
32.	Agreements with Federal or Provincial governments or agencies or any other entity for program or project specific funding.	Chief of Police		
33.	Documents required in support of funding applications or as a condition of receipt of funds, including reporting requirements.	Chief of Police		
34.	Special Fund disbursements consistent with Board policy.	Chair or Chief of Police	To a maximum of \$10,000 Board approval required for amounts over \$10,000	403-2024
35.	Cost reimbursement agreements.	Chief of Police		
36.	Procurement and payment of goods and services approved with the budget.	Chief of Police	Board approval required for purchases above \$250,000.	412-2024
37.	Settlement of grievance matters and human rights complaints.	Chief of Police Board	To a maximum of \$35,000 Over \$35,000 Subject to review by NRPS General Counsel and Board Solicitor	

PROPERTY				
Board and Service Occupied Facilities and Land				
38.	Agreements granting access to utilities, telecommunications and other maintenance services required to maintain NRPS use of Regional lands and facilities.	Chief of Police		
39.	Agreements permitting third party use of NRPS community rooms and facilities	Chief of Police		
40.	Rental agreements for training or operational purposes.	Chief of Police		
41.	Agreements for NRPS use of lands and facilities.	Chief of Police		
External Facilities and Land				
42.	Low value rental agreements for training or operational purposes, provided that the value does not exceed \$100,000	Chief of Police		
43.	Agreements for NRPS use of lands and facilities for administrative, program or training purposes, including public meetings, staff training, workshops and conferences	Chief of Police	Excludes leases and land or property acquisition	
COPYRIGHT, TRADEMARKS, & USE OF NAME				
44.	Use of NRPS name, logos, trademarks and copyrights	Chief of Police		
45.	Use of the Board's name, logos, trademarks and copyrights	Chair or Executive Director		
46.	Applications for Copyright, Trademark or Patent of Board intellectual property including logos and symbols	Chair	Subject to review by the Board Solicitor or designate	
47.	Applications for Copyright, Trademark or Patent of NRPS intellectual property including logos and symbols	Chief of Police	Subject to review by NRPS General Counsel or designate	



BY-LAW NO. 526-2025

A BY-LAW TO ESTABLISH POLICY RELATING TO BOARD AND CHIEF OF POLICE COMMUNICATIONS

1. PREAMBLE

- 1.1 WHEREAS subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, (“CSPA”) provides that a Board shall provide adequate and effective policing in the area for which it has policing responsibility as required by Section 10 of the CSPA;
- 1.2 AND WHEREAS subsection 38 (2) of the CSPA provides that a Police Service Board may establish policies respecting matters related to the Police Service or the provision of policing;
- 1.3 AND WHEREAS the said CSPA provides that Board members will comply with the O. Reg. 408/23: Code of Conduct for Police Service Board Members;
- 1.4 AND WHEREAS the Board deems it expedient to enact this By-law to ensure accountability and support effective governance in carrying out its statutory and administrative responsibilities and acknowledges that Board and Chief of Police communication is essential to Board governance.

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

2. DEFINITIONS

- 2.1 “Act” or “CSPA” means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 “Board” means the Regional Municipality of Niagara Police Service Board;
- 2.3 “Board Member” means a Member of the Regional Municipality of Niagara Police Service Board;
- 2.4 “Chair” means the Chair of the Board;
- 2.5 “Chief” means the Chief of the Niagara Regional Police Service;
- 2.6 “Executive Director” means the Executive Director appointed by the Board;
- 2.7 “Member” means a member of the Niagara Regional Police Service;
- 2.8 “Service” means the Niagara Regional Police Service;

3 BOARD POLICY

- 3.1 The Board recognizes the need to ensure accountability and support effective governance in carrying out its statutory and administrative responsibilities and acknowledges that communication is essential to Board governance. The Board also appreciates the need to advance its work and that of the Niagara Regional Police Service in an efficient and timely manner. The Board relies on information from the Chief of Police to make informed decisions that are relevant, timely, clear, and compelling. The Board also supplements the information provided by the Chief of Police with independent advice when and where appropriate.
- 3.2 These are the guiding principles under which the Board and Chief of Police shall address effective communication policies for the following:
- (i) Standard communication channels;
 - (ii) Matters of operational significance;
 - (iii) Matters relating to critical points;
 - (iv) Board Member communication and information sharing; and
 - (v) Board Member contact with Members of the Police Service.

4 STANDARD COMMUNICATION CHANNELS

- 4.1 All information reported and advice provided to the Board from the Service shall be routed through the Board's Executive Director in written report format for placement on the Board's electronic meeting management system portal and the appropriate meeting/workshop agenda folder in accordance with the Board's Procedural By-law. This includes all general and/or educational information. The only exceptions are:
- (i) Information or advice that is relevant to the specific delegated authority of the Chair, Executive Director, Committee Chair, Chief of Police or Board Solicitor;
 - (ii) Information or advice that is a matter of operational significance; and
 - (iii) Matters relating to critical points.

5 MATTERS OF OPERATIONAL SIGNIFICANCE

- 5.1 A matter of operational significance includes, but is not limited to:
- (i) Incidents and calls for service that result in serious police enforcement action or investigations into occurrences, which are shared with the Board for situational awareness in advance of any media coverage, where practicable;
 - (ii) Incidents where the SIU has invoked their mandate in response to a death or life-threatening injuries;
 - (iii) Any incidents involving, directly or indirectly, police officers or civilian and senior Service members, Board members, or public figures that are likely to draw significant media attention; and
 - (iv) Any incident that warrants a special media conference involving the Chief of Police.
- 5.2 The timely and accurate receipt of such information positions the Board to respond to the public, the Inspectorate of Policing, and/or media inquiries or demands, and helps to inform the Board's assessment of the matter of operational significance, as well as any Board decisions that flow from that assessment.

5.3 Notification Requirements for Matters of Operational Significance

- 5.3.1 When a matter of operational significance arises, the Chief or his/her designate, shall notify the Board Chair and Executive Director of the pertinent information by electronic notification at the earliest possible time and provide updates as available and necessary, where practicable.
- 5.3.2 The information shall be in the form of a Confidential Briefing Note, that includes the subject matter/issue, current status, background information, strategic considerations, strategic communications, and action required.
- 5.3.3 Upon receipt of notification of a matter of operational significance from the Chief or designate, the Board Chair or Executive Director shall inform the other Board Members of the incident and any updates received.
- 5.3.4 For clarification purposes, any and all information that does not constitute a matter of operational significance or is not a matter specifically for the Board Chair or Executive Director, shall be provided to the Board Chair and/or Executive Director for review and to determine the appropriate action. This includes notifications related to situations involving the Police Service's response to certain calls for service, and the monitoring of emerging issues.

5.4 Inquiries from the Media

- 5.4.1 Any media requests received by the Police Service's Corporate Communication Office related to the Board's mandate, policies, or decisions, shall be forwarded to the Board's Executive Director. The Board's Executive Director shall immediately notify the Chair of the request, including any media requests directly received at the Board Office.
- 5.4.2 Unless otherwise specified, the Chair is the official spokesperson for matters within jurisdiction of the Board. Should the Chair be unavailable, the Vice-Chair shall be the spokesperson. In response to an inquiry regarding Board governance, policy or administration, the Executive Director may act as a spokesperson on behalf of the Board.
- 5.4.3 In the event individual Board members are contacted directly by members of the media, they shall adhere to their responsibilities in the Code of Conduct for Police Service Board Members and Board By-laws, and redirect the request to the Board Chair and/or Executive Director as appropriate.
- 5.4.4 The Board spokesperson shall only comment on matters within the jurisdiction and mandate of the Board, and shall avoid speaking on matters within the legislated authority of the Chief of Police. Similarly, the Chief of Police shall refrain from commenting or speculating, officially or otherwise, on matters within the Board's domain. Prior to responding to media requests for interviews or comments, the Board's spokesperson shall consult, as appropriate, with the Chief or his/her designate to ensure the appropriate coordination.
- 5.4.5 Most media inquiries received regarding the Niagara Regional Police Service are operational in nature and properly within the domain of the Chief and/or designated Service Member. However, where operational matters may spark significant public interest or debate, the Chief shall inform the Board Chair and/or Executive Director before a public statement is made. The purpose of informing Chair and/or Executive Director is as a courtesy, to ensure that the Board Members are aware of major occurrences.
- 5.4.6 When the Chair or the Board are of the opinion that a response from the Board is required, the Board spokesperson and the Chief of Police shall consult, as needed, to ensure the proper coordination, timing, and dissemination of information to address the issue. Prior to the release of any response from the Board, the Chair or spokesperson shall provide the Board with a copy of the media release and any applicable background information.

- 5.4.7 The Executive Director shall monitor various media outlets for emerging matters of strategic significance which may generate media or public interest, and apprise the Board accordingly.

6 MATTERS RELATING TO CRITICAL POINTS

- 6.1 Critical Points: A matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational, or other enterprise risk, and therefore, calls for the Board's immediate attention and/or preparedness to take action. These include but are not limited to:
- (i) Large scale operations or events for which advance planning and approval by the Service's Command is required;
 - (ii) Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
 - (iii) Events or operations that raise significant questions of public policy; or
 - (iv) Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.
- 6.2 With respect to matters which meet the definition of Critical Points, the Board and Chief shall follow the provisions of Board By-law 527-2025 - Critical Points.

7 BOARD MEMBERS COMMUNICATION AND INFORMATION-SHARING

- 7.1 A Member of a Police Service Board shall not purport to speak on behalf of the Board unless authorized by the Board to do so.
- 7.2 Board Members receive information from the Chief of Police through a variety of mechanisms, including through formal reports at Board meetings. However, a substantial amount of communication occurs between individual Board Members and the Chief or other members of the Police Service Command Team through several informal methods, including impromptu meetings or discussions, ad hoc oral briefings at Board meetings, memoranda, telephone calls, or emails.
- 7.3 It is critical that any material information obtained by one Board Member that, in their judgment, is pertinent to the Board's consideration of matters before it, or likely to come before it, or that is related to a prior Board decision, or that is of public interest, is shared with the entire Board at the next available opportunity, so that the entire Board can discharge its governance and oversight responsibilities based on the same information.
- 7.4 It is, therefore, the policy of the Niagara Police Service Board that:
- 7.4.1 A Board Member will share, at the earliest opportunity, material information that they receive through informal communication with the Chief or other members of the Command, that, in his or her judgment, is pertinent to the Board's consideration of matters before it, or likely to come before it, or that is related to a prior Board decision, or that is of public interest;
 - 7.4.2 Such communication and information-sharing will be in the form of a formal Board report or briefing at the Board meeting following the receipt of such information;

- 7.4.3 Where the information received is, in the Board Member's judgment, related to an item of an urgent nature and should be considered before the date of the next regularly scheduled Board meeting, the Board Member in receipt of the information will consult with the Board Chair and/or Executive Director to determine whether a Special Board meeting should be called or the information can be provided to the full Board by some other means; and
- 7.4.4 When a Board Member becomes aware that, in exercising their judgment, a Board Member did not communicate information that ought to have been provided to the full Board, the Board Chair and/or Executive Director will determine what the appropriate course of action should be, pursuant to Ontario Regulation 408/2023, Code of Conduct for Police Service Board Members.

8 BOARD MEMBERS CONTACT WITH MEMBERS OF THE POLICE SERVICE

- 8.1 The Code of Conduct for Police Service Board Members (O. Reg. 408/23 s.4) states "A member of a police service board shall comply with the Act and the regulations made under it." The Community Safety and Policing Act Section (CSPA), 2019, Section 40 (1), (2), (3), and (4), states:

40 (1) "The police service board may give directions to the chief of police."

40 (2) "For greater certainty, the police service board shall not direct members of the police service other than the chief of police, unless that direction is specifically authorized under Part XII (Discipline and Termination)."

40 (3) "No individual member of a police service board shall direct the chief of police or, for greater certainty, any other member of the police service."

40 (4) "The police service board shall not direct the chief of police with respect to specific investigations, the conduct of specific operations, the discipline of specific police officers, the day-to-day operation of the police service or other prescribed matters."

- 8.2 In keeping with legislation, it is therefore the policy of the Board, that Members of the Niagara Police Service Board shall:

- 8.2.1 Seek general information through the Chair and/or Executive Director or the Chief of Police with notice to the Executive Director as it relates to either an issue before the Board or one to be considered at an upcoming Board meeting;

- 8.2.2 Seek information concerning specific investigations or occurrences only from the Chair and/or Executive Director, the Chief of Police, or a designate as specified by the Chief of Police, or within the context of a Board meeting; and

- 8.2.3 Avoid any suggestion of direction to the Chief of Police or any member of the police service as it relates to a specific investigation or a specific operational issue.

9. REPORTING REQUIREMENTS

- 9.1 The Chief of Police, Chair, and/or the Executive Director shall report to the Board on an exception basis. For further clarity, this applies to those circumstances where a breach of this policy has resulted in an 'exceptional' circumstance, which may be detrimental to the police service and/or may result in significant issues of potential liability to the Board and the police service.

10 IMPLEMENTATION

10.1 Any By-laws, sections of by-laws and policies of the Board inconsistent with the provisions of this By-law are hereby repealed.

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

ENACTED AND PASSED this _____ day of _____, 2025.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Pat Chiocchio, Chair

Deb Reid, Executive Director



BY-LAW NO. 527-2025

A BY-LAW TO ESTABLISH POLICY RELATING TO CRITICAL POINTS

1. PREAMBLE

- 1.1 WHEREAS subsection 37 (1)(a) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ("CSPA")* provides that a Board shall provide adequate and effective policing in the area for which it has policing responsibility as required by Section 10 of the CSPA;
- 1.2 AND WHEREAS subsection 37 (1)(f) of the CSPA provides that a Board shall monitor the Chief of Police's performance;
- 1.3 AND WHEREAS subsection 38 (1)(a) of the CSPA provides that a Board shall establish policies respecting the administration of the police service;
- 1.4 AND WHEREAS subsection 38 (1)(b) of the CSPA provides that the Board shall establish policies respecting the provision of adequate and effective policing in accordance with the needs of the population of the area for which it has policing responsibility;
- 1.5 AND WHEREAS subsection 38 (2) of the CSPA provides that a Police Service Board may establish policies respecting matters related to the Police Service or the provision of policing;
- 1.6 AND WHEREAS the Board deems it expedient to enact this By-law to facilitate effective oversight by ensuring clear and timely information sharing between the Board and Service during periods of elevated organizational risk, thereby supporting the Board's statutory governance and oversight responsibilities.

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

2. DEFINITIONS

- 2.1 "Act" or "CSPA" means the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, and amendments thereto;
- 2.2 "Board" means the Regional Municipality of Niagara Police Service Board;
- 2.3 "Board Member" means a Member of the Regional Municipality of Niagara Police Service Board;
- 2.4 "Chair" means the Chair of the Board;

- 2.5 “*Chief*” means the Chief of the Niagara Regional Police Service;
- 2.6 “*Executive Director*” means the Executive Director appointed by the Board;
- 2.7 “*Member*” means a member of the Niagara Regional Police Service; and
- 2.8 “*Service*” means the Niagara Regional Police Service.

3 GUIDING PRINCIPLES

- 3.1 The Board recognizes that Information sharing between the Service and the Board is foundational to the Board’s effective execution of its oversight responsibilities. In particular, information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.
- 3.2 This By-law defines such Critical Points and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.
- 3.3 The Board acknowledges there are limits to the direction that the Board may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations, or the conduct of specific operations. Therefore, while the Board may set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objective, priority, or outcome will be achieved.
- 3.4 This By-law will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety.

4. BOARD POLICY

- 4.1 The purpose of this By-law is to:
- (i) Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise;
 - (ii) Describe the type of information the Board requires from the Chief in order to assess potential Critical Points;
 - (iii) Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed;
 - (iv) Strengthen oversight of the Service, consistent with the Board’s legislative responsibilities;
 - (v) Ensure accountability of the Service to the Board; and
 - (vi) Ensure that the Chief of Police can discharge their duties according to law.

5. CRITICAL POINTS

- 5.1 A matter of strategic significance that is time-sensitive and which rapidly elevates the Board’s operational, financial, reputational or other enterprise risk, and, therefore, calls for the Board’s immediate attention and/or preparedness to take action. These include but are not limited to:

- (i) Large scale operations or events for which advance planning and approval by the Service's Command is required;
- (ii) Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
- (iii) Events or operations that raise significant questions of public policy; or
- (iv) Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.

6. REPORTING TO THE BOARD ON CRITICAL POINTS

- 6.1 The Chief of Police will inform the Chair and Executive Director of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:
- (i) The general nature of the Critical Point;
 - (ii) The elevated risk(s) posed by the Critical Point;
 - (iii) Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of Service plans;
 - (iv) Any plans to involve other organizations, including requests to the Chief of Police for temporary assistance pursuant to Section 19 of the Community Safety and Policing Act;
 - (v) An estimate of the financial impact;
 - (vi) Relevant legislation and other legal requirements that may apply including the need for additional authorities; and
 - (vii) Any ongoing considerations, including resources needed, or policy impacts.
- 6.2 The Chair and/or Executive Director will share the information provided by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.
- 6.3 The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.
- 6.4 The Chief will continue to update the Board, through the Chair and Executive Director, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the agenda of a regularly scheduled Board Meeting, to discuss the Critical Point.
- 6.5 Identification of Critical Points by the Board
- 6.5.1 When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with this By-law, or, alternatively, provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

6.6 Chief's Autonomy

- 6.6.1 Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable the Chief will maintain the autonomy to finalize and execute the plans.
- 6.6.2 If, during the duration of a Critical Point, the Board concludes that, in its view, the Board's objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. The Chief will respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.

7 BOARD AND SERVICE TRAINING

- 7.1 The Chief will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified.
- 7.2 The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point, and effectively understand their responsibilities with regards to the consideration of Critical Points.

8 PUBLIC REPORTING REQUIREMENTS

- 8.1 Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:
 - (i) The nature of the operational matter related to a Critical Point; and
 - (ii) Any directions given to the Chief of Police related to a Critical Point.

9 IMPLEMENTATION

- 9.1 Any By-laws, sections of by-laws and policies of the Board inconsistent with the provisions of this By-law are hereby repealed.
- 9.2 This By-law shall come into force on the date of its passage.

ENACTED AND PASSED this _____ day of _____, 2025.

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Pat Chiocchio, Chair

Deb Reid, Executive Director



INTERNAL CORRESPONDENCE

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

Date: April 9, 2025

Re: Police Service Board By-law – Grievance Settlements

Purpose:

The purpose of this report is to seek Board approval of the attached By-law, which establishes policy for governing the settlement of grievances.

Background Information and Discussion:

On March 27, 2025, the Board approved amendments to the existing grievance procedure regarding the handling of grievances moving forward. These amendments authorized the General Counsel of the Service to assume responsibility for grievances through to arbitration, subject to consultation with the Board's Legal Counsel, as necessary.

The proposed By-law formalizes the delegation of authority and outlines the levels of approval required when grievances are submitted by Members of the Police Service.

There are no additional costs anticipated with the implementation of this By-law. The proposed process represents a cost-effective and constructive change that benefits both the Board and the Service. Ongoing grievance-related costs continue to be addressed by the Chief of Police and the Board through the annual budgeting processes.

This By-law has been reviewed by both the Board Solicitor and the Chief of Police and is recommended for approval.

Recommendation:

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

And further, that the Board Chair and Executive Director be authorized to execute the required documentation.

Deb Reid
Executive Director

Encl. (1)

By-law 528-2025: Grievance Settlements



BY-LAW NO. 528-2025

A BY-LAW TO ESTABLISH POLICY FOR GRIEVANCE SETTLEMENTS

1. PREAMBLE

- 1.1 WHEREAS subsection 37 (1) of the *Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1*, (“CSPA”) provides that a Board shall provide adequate and effective policing in the in the area for which it has policing responsibility as required by Section 10 of the CSPA;
- 1.2 AND WHEREAS Section 38 (1) of the said CSPA, provides, inter alia, that a Police Service Board shall establish policies respecting the administration of the police service;
- 1.3 AND WHEREAS the Board deems it expedient to pass a by-law to establish the delegation and levels of authority to be followed when grievances are submitted by Members of the Police Service.

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

2. DEFINITIONS

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

3. BOARD POLICY

- 3.1 The Board is committed to ensuring that employees are treated fairly and receive prompt resolution to their grievances. For the purposes of this policy, a grievance is a difference concerning the interpretation, application, administration or alleged violation of the provisions of the collective agreement.
- 3.2 This policy establishes the delegation and levels of authority to be followed when grievances are submitted by Members of the Service, in accordance with the grievance procedures as outlined in the collective agreements (Uniform, Civilian, and Senior Officers).

4. DIRECTION TO THE CHIEF

- 4.1 The Board hereby directs the Chief of Police to implement and comply with these requirements in his/her administration and operation of the Niagara Regional Police Service in accordance with this By-law.
- 4.2 Further, the Board directs that this By-law and Police Service directive and/or procedures, be amended to provide authority to the General Counsel of the Service to retain carriage of grievances to their conclusion at arbitration, subject to consultation with the Board's Legal Counsel as deemed necessary, and subject to the following:
- (a) Settlement authority delegated to the Chief for up to \$35,000;
 - (b) Settlement authority for amounts exceeding \$35,000 to remain with the Board, and process for obtaining such instructions follow settlement authority process for civil claims;
 - (c) Settlement authority for matters which will have significant future impact on collective agreement administration to remain with the Board and process for obtaining such instructions follow settlement authority process for civil claims;
 - (d) Fully executed settlement documentation to be provided to the Board.

5. PROCEDURES

- 5.1 It is the policy of the Board that:
- 5.1.1 The Board, on its behalf, delegates approval and signing authority with respect all monetary grievance settlements with a value of \$35,000 or less to the Chief of Police in accordance with the Board's Delegation of Authority By-law;
- 5.1.2 All grievance settlements in the amount over \$35,000 require the approval of the Board.

6. ANNUAL REPORTING REQUIREMENTS

- 6.1 The Chief shall make annual written confidential statistical reports to the Board, in the first quarter of each year respecting the preceding year, outlining the status of all grievances. The annual statistical report will contain the following information:
- (a) Number of grievances received in the previous year;
 - (b) Number of grievances settled, withdrawn or dismissed;
 - (c) Types of grievances;
 - (d) Observable trends, if identifiable; and
 - (e) Legal costs expended on grievance activity.

7. IMPLEMENTATION

- 7.1 This By-law shall come into force on April 24, 2025.
- 7.2 The Chief shall implement this By-law, where applicable, through general order.

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

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICE BOARD

Pat Chiocchio, Chair

Deb Reid, Executive Director



INTERNAL CORRESPONDENCE

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

Date: April 5, 2025

Re: Donation from Special Fund – Canadian Association of Police Governance (CAPG)

Purpose:

To provide the Board with a copy of communication received from Stephen Reid, Executive Director, Canadian Association of Police Governance (CAPG), requesting a donation to support the 36th Annual CAPG Conference.

Background and Discussion:

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Since 1989, the CAPG worked diligently to achieve the highest standards as the national voice of civilian oversight of municipal police. Today, the CAPG represents 80% of municipal police services throughout Canada. The CAPG is a non-profit association and its primary goal is to promote excellence in police governance and oversight in Canada. It exists to serve its members and collaborate with other police services sector stakeholders across the nation, including police leaders, police sector associations, provincial, federal and municipal governments and their departments, police learning organizations, and business partners. The CAPG provides timely communication of important information, educational opportunities, training and resources that assist Police Boards and Commissions across Canada and First Nations police services. As the voice of Police Service Boards to the federal government, the CAPG provides a common national voice on priority issues in police governance and community safety and advocates for change.

The Board received correspondence on April 1, 2025 requesting Board sponsorship of the 2025 CAPG Conference being held in Victoria, BC from August 14-16, 2025 (see attached).

The Board has a discretionary pool of funds, which it uses for grants and donations. Disbursements from the fund must be in accordance with guidelines provided in the *Community Safety and Policing Act* and also with Board policy. This request meets the Board's Special Fund criteria and the Board has supported this conference for the past 22 years: 2002 - \$2,000; 2003 to 2006 – gift items/raffle prizes; 2007 to 2024 - \$1,000 in each year (2021 - \$1,500); and as conference host in 1999. Therefore, it is recommended that the Board approve a donation in the amount of \$1,000 for CAPG in support of the 36th Annual Conference.

Recommendation:

That the Board continue its sponsorship in the amount of \$1,000.00 (Friend Sponsor) from the Special Fund to the Canadian Association of Police Governance (CAPG) in support of its 2025 Annual Conference.

A handwritten signature in dark ink, appearing to read "Reid", is written over a light blue horizontal line.

Deb Reid
Executive Director

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.



SPONSORSHIP OPPORTUNITIES

[View 2025 Sponsorship Package](#)

2025 CAPG Conference Sponsorship – Champion Sponsor – **\$10,000**

Prioritized listing as a Champion Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report.

Also includes:

- Five-minute speaking opportunity to introduce one keynote speaker
- One complimentary conference registration including evening events
- One free virtual conference registration (for up to 5 people)
- One insert in delegate welcome bags
- Company logo featured on conference website and virtual attendee hub
- Logo on banner in plenary room
- Logo on poster at registration desk
- Logo and recognition at one evening activity
- Logo prominently featured on conference app

- Prioritized recognition on social media
- Optional exhibitor table.

2025 CAPG Conference Sponsorship – Champion Sponsor – \$10,000

2025 CAPG Conference Sponsorship – Advocate Sponsor – \$5,000

Prioritized listing as an Advocate Sponsor on all printed and online media, including the conference website, program and/ or schedule, e-blasts and post-conference report.

Also includes:

- Listing on website and virtual attendee hub
- One free virtual conference registration (for up to 5 people)
- Logo on banner in plenary room
- Logo featured on conference app
- Recognition on CAPG's social media profile.

2025 CAPG Conference Sponsorship – Advocate Sponsor – \$5,000

2025 CAPG Conference Sponsorship – Cultivator Sponsor – \$2,500

Listing as a Cultivator Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report.

Also includes:

- Logo on banner in plenary room
- Recognition on CAPG's social media
- Logo featured on conference app.

2025 CAPG Conference Sponsorship – Cultivator Sponsor – \$2,500

Showcase Your Brand At The 2025 CAPG Conference – Exhibitor Package – \$1,100

Exhibitors are given an exclusive opportunity to build a dedicated space to express themselves and personally connect with delegates (Includes meals and all evening events.)

- Bringing a face and name to your brand will foster relationships with your audience.
- Show your commitment and support the community that supports your business.
- Learn what's happening in police governance and how you can be part of it.
- A one-stop exhibition enables you to secure qualified leads in one place.
- With the attention of your audience, launch a new product, service or marketing campaign.

Showcase Your Brand At The 2025 CAPG Conference - Exhibitor Package - \$1,100

2025 CAPG Conference Sponsorship – Friend Sponsor – \$1,000

Listing as a Friend Sponsor on all printed and online media, including the conference website, program and/or schedule, e-blasts and post-conference report.

2025 CAPG Conference Sponsorship – Friend Sponsor – \$1,000

2025 CAPG Conference Sponsorship – Peer Sponsor – \$250 – \$999

Listing as a Peer Sponsor on the CAPG website, conference program and post conference report.

2025 CAPG Conference Sponsorship – Peer Sponsor – \$250 – \$999

Sponsor A Conference Event – Dinner at Rally in Royal BC Museum – \$7,500

**Sponsor A Conference Event - Dinner at Rally in Royal BC Museum - \$7,500
(ONLY 1 AVAILABLE)**

Sponsor a Conference Event – Lunch (each x2) – \$3,500

Sponsor a Conference Event - Pre-conference workshops for new and experienced police governance directors and commissioners - \$2,000

Sponsor a Conference Event - Welcome Reception at the Bard and Banker - \$2,000

Sponsor a Conference Event - Coffee Breaks (each x5) - \$850



NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

PUBLIC AGENDA

Subject: Special Fund Requests
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-04-03

Recommendation(s)

That the Regional Municipality of Niagara Police Service Board authorizes Special Fund donations.

Key Facts

The purpose of this report is to seek the Board's approval for donations from the Special Fund for the following:

- Mayor Easton's Golf Tournament (Lincoln) - \$1,100
- Mayor's Master Golf Tournament (Grimsby) - \$1,200
- Beyond the Blue Ontario Police Suicide Memorial - \$1,000
- Welland Raiders Junior Lacrosse Team Sponsorship - \$1,000
- Ontario Parasport Games - \$1,000
- Tug of War – Border Event - \$1,400
- Niagara County Interfaith Police Memorial - \$500
- Niagara UNITY Awards - \$505
- Rob Gittings Memorial Baseball Tournament - \$3000

Details of each Special Fund Request are attached in Appendix 1.

Financial Considerations

The Board has a discretionary pool of funds, which it uses for grants and donations. Disbursements from the fund are in accordance with guidelines provided in the Community Safety and Policing Act (CSPA), and also with Board By-law 403-2024, Special Fund Administration, Limitations and Guidelines. Section 258 (2) of the CSPA establishes that the Niagara Police Service Board has the sole authority for spending the proceeds from the sale of property which lawfully comes into the possession of the police service. The Act stipulates that "the Chief of Police may cause the property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest, including charitable donations." These funds do not form part of the police operating budget and are separate from the Regional tax base.

Analysis

These Special Fund requests are submitted to the Police Service Board with a detailed report for each in Appendix 1.

Alternatives Reviewed

To not support the requests.

Relationship to Police Service/Board Strategic Priorities

The Special Fund requests are aligned with the Niagara Regional Police Service 2022-2025 Strategic Plan and Niagara Regional Police Service Board By-law 403-2024, Special Fund Administration, Limitations and Guidelines.

Relevant Policy Considerations

By-Law 403-2024, Special Fund Administration, Limitations and Guidelines.

Other Pertinent Reports

Not Applicable

This report was prepared by Inspector Nilan Davé, Office of the Chief, and reviewed by Bill Fordy, Chief of Police.



Submitted by:

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

Appendices

Not applicable



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

Mayor Easton's Golf Tournament (Lincoln) 2025

B. Date of Event (YYYY-MM-DD):

2025-06-11

C. Hosting Agency and Benefactor of the Event (if any):

Host: Town of Lincoln

Benefactor: Local Charities via Niagara Community Foundation

D. Brief Description of the Event:

This tournament is scheduled for June 11, 2025. The purpose of this event is to raise money for worthy local charities. In 2024, \$54,000 was raised and it was deemed a great success. The proceeds will fund local charities in the community. The tournament is being held at the Twenty Valley Golf & Country Club in Lincoln and includes a dinner onsite following the tournament. The cost to register a foursome is \$1,100. Registration closes on May 21, 2025. The Special Fund Donation will cover the cost of one foursome to participate in the tournament.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Senior Staff and/or Board Members. Attendance to be determined.

- F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) *(Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):*

The 2024 edition of this tournament raised \$54,000 in funds, 100% of which went to local charities in the community. This is a community engagement event which supports the Mayor's efforts to assist area charities and organizations to build a stronger community.

This relates to the 2022-2025 Strategic Plan Goal #2 "Community Engagement and Collaboration", Objective 1,0: "To Strengthen relationships and build trust with our community."

By raising funds for local charities, we have a positive impact on our local communities.

- G. Detail account of funds requested and its intended uses:

Items	Amount
Registration Fee – One Foursome	\$1,100
Total Amount Requested:	\$1,100

- H. Funds will be disbursed by *(Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

Registration can be paid by cheque, payable to:

Andrea Chambers,
Town of Lincoln 4800 South Service Road Beamsville, ON L3J 1L3

- I. Submitted by: **Bill Fordy O.O.M. #9615, Chief of Police**

J. Immediate Supervisor Approval: N.A.

K. Program Manager Approval: N.A.

L. Sponsored by (*Member of the Executive Leadership Team*): Bill Fordy O.O.M. #9615 Chief of Police

M. Date Submitted to Chief's Office: April 1, 2025

N. Chief's Approved X or Denied ☐

O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

Mayors Masters Golf Tournament Grimsby 2025

B. Date of Event:

2025-06-25

C. Hosting Agency and Benefactor of the Event (if any):

Host: Town of Grimsby

Benefactors: Local Charities in the Town of Grimsby

D. Brief Description of the Event:

This event is scheduled for June 25, 2025. It is an annual Golf Tournament whose purpose is to raise money for worthy local charities. In 2024, \$20,000 was raised. Proceeds will fund three local charities: Niagara United Way, McNally House Hospice and YMCA West Niagara. The tournament is being held at the Twenty Valley Golf & Country Club in Lincoln and includes a boxed lunch, tournament, and dinner onsite following the tournament. The cost to register a foursome is \$1,200. Registration is currently open. The Special Fund Donation will cover the cost of one foursome to participate in the tournament. Registration Deadline is June 11, 2025.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Senior Staff and/or Board Members. Attendance to be determined.

- F.** Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) *(Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):*

The 2024 edition of this tournament raised \$20,000 in funds, 100% of which went to local charities in the community. This is a community engagement event which supports the Mayor's efforts to assist area charities and organizations and build a stronger community.

This relates to the 2022-2025 Strategic Plan Goal #2 "Community Engagement and Collaboration", Objective 1,0: "To Strengthen relationships and build trust with our community."

By raising funds for local charities, we have a positive impact on our local communities.

- G.** Detail account of funds requested and its intended uses:

Items	Amount
Registration Fee – One Foursome	\$1,200
Total Amount Requested:	\$1,200

- H.** Funds will be disbursed by *(Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

Registration can be paid by cheque, payable to:

Corporation of the Town of Grimsby, 160 Livingston Avenue, Grimsby.

Please contact coordinator Amy Black at 905-945-9634, ext 2004 to arrange payment.

I. Submitted by: **Bill Fordy O.O.M. #9615, Chief of Police**

J. Immediate Supervisor Approval: N.A.

K. Program Manager Approval: N.A.

L. Sponsored by (*Member of the Executive Leadership Team*): Bill Fordy O.O.M. #9615 Chief of Police

M. Date Submitted to Chief's Office: April 1, 2025

N. Chief's Approved X or Denied ☐

O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

Canada Beyond the Blue Ontario Police Suicide Memorial 2025

B. Date of Event (YYYY-MM-DD):

2025-06-22

C. Hosting Agency and Benefactor of the Event (if any):

Host: Canada Beyond the Blue

Benefactor: Families affected by the loss of a loved one *because of* the line of duty.

D. Brief Description of the Event:

On Sunday, June 22, 2025, Beyond the Blue Canada will host a memorial at Queens Park Crescent in Toronto at the site of the Ontario Police Memorial, to commemorate police officers from all of Ontario whose lives have been lost because of the line of duty. This will include a march, memorial ceremony, wreath laying, and a pre-memorial retreat for bereaved SOLACE families the day before the ceremony.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Senior staff and/or board members. Attendance to be determined.

- F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) *(Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):*

This event is supported by the Police Association of Ontario, the Ontario Provincial Police Association, the Toronto Police Association, and the Niagara Regional Police Association.

By supporting this ceremony, the Board and the Service demonstrate their shared commitment to the objective of promoting a culture of resilience and anti-stigma, and the importance of mental health. The 2022-2025 Strategic Plan, Goal #4: Member Wellness & Resiliency, Objective 1.0 states: *“Promote a culture of resiliency, characterized by anti-stigma and mental health literacy”*.

- G. Detail account of funds requested and its intended uses:

Items	Amount
General Donation	\$1,000
Total Amount Requested:	\$1,000

- H. Funds will be disbursed by *(Please provide the cheque payable to “Name of Agency” and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

Registration can be paid online by credit card, payable to:

Canada Beyond the Blue OPSM

[Donate | Canada Beyond the Blue](#)

- I. Submitted by: **Bill Fordy O.O.M. #9615, Chief of Police**

- J. Immediate Supervisor Approval: N.A.

K. Program Manager Approval: N.A.

L. Sponsored by (*Member of the Executive Leadership Team*): Bill Fordy O.O.M. #9615 Chief of Police

M. Date Submitted to Chief's Office: April 1, 2025

N. Chief's Approved X or Denied ☐

O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

Welland Raiders Junior B Lacrosse Team Sponsorship

B. Date of Event (YYYY-MM-DD):

2025-05-01

C. Hosting Agency and Benefactor of the Event (if any):

Welland Raiders Junior B Lacrosse Team

D. Brief Description of the Event:

Welland Raiders Junior B Lacrosse Team Sponsorship. The Service continues to build trust and strong relationships within the Indigenous community, and we have an opportunity to support the Welland Raiders Junior B Lacrosse team. The team consists primarily of Indigenous youth and NRPS members will assist with support at practices and games and engage with the youth and community to continue building relationships and trust. The team is coached by Roman Hill who maintains strong ties with the Fort Erie Native Friendship Center and has an ongoing relationship with NRPS Indigenous Liaison Officer Frank Elia. This sponsorship would benefit the Niagara Regional Police Service by supporting this local youth sports team as proud members of the Niagara community. The Welland Jr. B Raiders are embarking on an exciting new chapter as the team is in the midst of a re-brand, and with the help of the NRPS we can assist in providing support and a positive experience for the athletes.

The support will directly help reduce costs for the athletes and ensure that lacrosse remains an accessible sport for our local youth. The Welland Raiders are more than just a team; it is a community, and together we can build a strong, successful future for these young athletes.

A \$1000 Platinum Sponsorship includes prominent logo placement, recognition across all promotional materials, and more personalized opportunities for visibility. It would reflect the Service's dedication and support of the team and community.

E. Service Staff or Board Members Attending (*if applicable*) (Name, Rank of Members):

Lead - Constable Frank Elia – Indigenous Liaison Officer to be assisted by other NRPS members.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (*Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024*) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The request also aligns with 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community; enhancing relationships with the Indigenous community.

G. Detail account of funds requested and its intended uses:

Items	Amount
Platinum Sponsorship	\$1000.00
Total Amount Requested:	\$1000.00

H. Funds will be disbursed by (*Please provide the cheque payable to "Name of*

Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Welland Junior B Lacrosse Team

- I. Submitted by: Constable Frank Elia
- J. Immediate Supervisor Approval: Acting Staff Sgt Habib Rangi
- K. Program Manager Approval: Acting Inspector Murray Haday
- L. Sponsored by (*Member of the Executive Leadership Team*): Acting Superintendent Dave Gomez
- M. Date Submitted to Chief's Office: 2025-04-04
- N. Chief's Approved X or Denied ☐
- O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

- A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference

Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

Ontario Parasport Games - Niagara 2025

B. Date of Event (YYYY-MM-DD):

2025-05-30

C. Hosting Agency and Benefactor of the Event (if any):

Ontario Parasport Games

D. Brief Description of the Event:

From May 30 to June 1, 2025, Niagara will welcome athletes, managers, coaches, officials, and volunteers from across Ontario for the 44th Ontario Parasport Games. Events will be held at sporting facilities across the Niagara region including Canada Games Park and Brock University in Thorold and the Vale Health and Wellness Centre in Port Colborne. The Ontario Parasport Games were first delivered in 1975 by the City of Cambridge. Since then, the Games have grown to over 500 participants competing in 10+ sports including wheelchair basketball, sledge hockey, goalball and more. The last Ontario ParaSports Games were held in Durham in 2023.

The Niagara 2025 Ontario Parasport Games was made possible thanks to funding and support from the Government of Ontario and Sport Niagara and will give rise to new legacies of ambition and confidence that will inspire generations to come.

Sport sponsorship is \$1,500 and includes 2 meaningful opportunities: to have NRPS representatives lead the parade of athletes for a sponsored sport into the opening ceremonies and to present medals for the sponsored sport.

This is an opportunity for the Service to demonstrate its commitment to inclusivity and diversity. It also provides meaningful opportunities to have the NRPS share in some of the most impactful moments of the Games.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Staff members and/or Board members attending, including senior leadership, is to be determined.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at events serves to demonstrate the Board's goodwill and community involvement. The request also aligns with 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community; enhancing relationships.

G. Detail account of funds requested and its intended uses:

Items	Amount
Sport Sponsorship	\$1500.00
Total Amount Requested:	\$1500

H. Funds will be disbursed by *(Please provide the cheque payable to “Name of Agency” and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

Sport Niagara - Canada Games Park
2021 Canada Games Way
Thorold ON L2V 4Y6 Canada

I. Submitted by: Inspector Nilan Davé

J. Immediate Supervisor Approval: N/A

K. Program Manager Approval: N/A

L. Sponsored by *(Member of the Executive Leadership Team):* Chief Bill Fordy

M. Date Submitted to Chief's Office: 2025-04-04

N. Chief's Approved X or Denied ☐

O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event *(please limit to 2-3 paragraphs):*

Click or tap here to enter text.

B. Final Financial Report* *(to be completed by Finance):*

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

NRPS Men and Women Tug of War Teams - Annual Cross Borders Tug of War Event

B. Date of Event:

2025-05-10

C. Hosting Agency and Benefactor of the Event (if any):

NRPS with US Law Enforcement – Food donations to local organizations. Including Project Share.

D. Brief Description of the Event:

Over Fifty years ago, the City of Niagara Falls, Ontario, Police Department commenced an annual tug-of-war event with the City of Niagara Falls, New York, Police Department. This event has gained in popularity and over the years, attracting significant attention.

In 2018, for the first time in the event's history the Service put forth a female team to compete against an American female team from various Law Enforcement agencies. In last year's event there were approximately 70 NRPS civilian and sworn members that participated with approximately 35 members on each team. Both the male and female teams were successful in winning their events and bringing home a trophy.

Participation in an event of this magnitude does not come without hard work, self-sacrifice and some monetary expense. The Tug of War is a “one of a kind” spectacle where an international border is restricted to one lane so that neighbouring countries can participate in this special event. Family, friends and tourists from all over the world are in attendance to cheer on the teams and witness law enforcement officials represent their countries.

The Tug of War Teams (men & women) with the support of Chief Fordy and the Senior Leadership Team will be hosting a BBQ for all those who wish to participate on this special day including their families, friends and co-workers. Members of the Board are welcome to attend the BBQ and march with the Niagara Regional Police to the center of the Rainbow Bridge.

The Tug-of-War team captains, Sergeant Tony Mummery, and Detective Constable Sara Mummery, are requesting that the Police Services Board continues their historical support and request a donation of \$1,400.00 be made to offset the costs incurred for participating in this annual event.

This year the Niagara Regional Police Tug of War Teams (men & women) will continue to sponsor local organizations by collecting non-perishable food donations at the event going to the local Project Share food bank in Niagara Falls and other local organizations

The following organizations have benefited from the teams participation in this event over the years: Project Share, The Kidney Foundation, *Annual Beach Jam*; The Lung Association *Pull for Kids*; City of Welland *Rose Festival*; Niagara Falls *Blossom Festival*; Brock University *Walk for Cancer*; *Cops for Cancer*; and events against the St. Catharines Fire Fighters to raise money for the Wise Guys Charity Fund.

E. Service Staff or Board Members Attending (*if applicable*) (*Name, Rank of Members*):

Tug of War team members. Senior Staff and/or Board Members. Attendance to be determined.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (*Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024*)

and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. This event is also in line with 5.1 b) Board/Police Service Relations – To assist members of the police service to participate in police-sponsored events, with the goal of enhancing the image of the Niagara Regional Police in other communities as well as home. This is also related to the 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community, supporting an event that enhances our relationships with social service agencies. This enhances the image of the Service and its members showing support for the betterment of the Niagara Region.

G. Detail account of funds requested and its intended uses:

Items	Amount
Offset costs of event – BBQ to fundraise, training supplies, etc.	\$1,400
Total Amount Requested:	\$1,400

H. Funds will be disbursed by *(Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

Funds (\$1400.00) to be issued to Niagara Regional Police under the under the control of the

Finance Unit.

- I. Submitted by: Inspector Nilan Davé, Chief's Executive Officer, in coordination with Sgt Tony Mummery and Detective Constable Sara Mummery
- J. Immediate Supervisor Approval: N.A.
- K. Program Manager Approval: N.A.
- L. Sponsored by (*Member of the Executive Leadership Team*): Bill Fordy O.O.M. #9615 Chief of Police
- M. Date Submitted to Chief's Office: April 9, 2025
- N. Chief's Approved Xor Denied ☐
- O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

- A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

Annual Niagara County Interfaith Police Memorial Service

B. Date of Event (YYYY-MM-DD):

2025-05-15

C. Hosting Agency and Benefactor of the Event (if any):

Niagara Falls Police Department – Recognition of fallen officers in Western New York, the Niagara Regional Police Service, OPP Niagara Detachment and RCMP Niagara

D. Brief Description of the Event:

A memorial to law enforcement officers who sacrificed their lives in the line of duty for the safety and protection of others. The ceremony honors and remembers by name, officers from Western New York and Southern Ontario who sacrificed their lives in the line of duty for the safety and protection of others. The Memorial Service takes place on Thursday July 15, 2025, at St. Peter's Episcopal Church in Niagara Falls, New York. A donation of \$500.00 is requested for this ceremony. Funds donated are given to a designated police service member in need.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Senior staff members attendance to be determined.

- F.** Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) *(Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):*

By supporting this ceremony with a monetary donation., the Board and the Service demonstrate their shared commitment to honouring fallen officers. This also aligns with the Special Funds By Law 5.1 a) Community Relations through Involvement with Police-Related Organizations – Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board’s goodwill and community involvement. The vent also aligns with 5.1 b) Board/Police Service Relations - To assist members of the police service to participate in police-sponsored events, with the goal of enhancing the image of the Niagara Regional Police in other communities as well as home.

- G.** Detail account of funds requested and its intended uses:

Items	Amount
General Donation	\$500.00
Total Amount Requested:	\$500.00

- H.** Funds will be disbursed by *(Please provide the cheque payable to “Name of Agency” and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

St Peter’s Episcopal Church

140 Rainbow Blvd
Niagara Falls, NY 14303

- I.** Submitted by: Inspector Nilan Davé
- J.** Immediate Supervisor Approval: N.A.
- K.** Program Manager Approval: N.A.
- L.** Sponsored by (*Member of the Executive Leadership Team*): Bill Fordy O.O.M. #9615
Chief of Police
- M.** Date Submitted to Chief's Office: April 10, 2025
- N.** Chief's Approved X or Denied ☐
- O.** Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

- A.** Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

12th Annual Niagara UNITY Awards and Gala

B. Date of Event (YYYY-MM-DD):

2025-06-04

C. Hosting Agency and Benefactor of the Event (if any):

Pride Niagara

D. Brief Description of the Event:

Pride Niagara is happy to announce the **12th Annual 2025 Niagara UNITY Awards Presented by TD!** This gala showcases the important successes of individuals organizations, and groups that have made an impact for our Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Plus (2SLGBTQ+) community here in the Niagara Region

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Unknown at this time but invitations will be sent out to Service members.

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events. The attendance and participation of Board and Service members at fundraising events for organizations that work closely with the Niagara Regional Police Service serves to demonstrate the Board's goodwill and community involvement. The request also aligns with 2022-2025 Strategic Plan Goal 2: Community Engagement and Collaboration - Objective 1.0 To strengthen relationships and build trust with our community; enhancing relationships with social service partner agencies.

G. Detail account of funds requested and its intended uses:

Items	Amount
Table of 8	\$505
Total Amount Requested:	\$505

H. Funds will be disbursed by *(Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):*

Niagara Regional Police Service – Finance Unit

I. Submitted by: Staff Sergeant Jeff Bootsma #9283

J. Immediate Supervisor Approval: Inspector Rob LaPlante #9069

K. Program Manager Approval: As above

L. Sponsored by *(Member of the Executive Leadership Team):* Inspector Rob LaPlante #9069

M. Date Submitted to Chief's Office: April 11, 2025

N. Chief's Approved ☐ **or Denied** ☐

O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

- A.** Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Appendix 1

Special Fund Request

Note: If necessary, Open in Desktop, Download, or Save Form to create a fillable form – then save and forward through Chain of Command

(Please limit to two pages per Special Fund Request)

1. Request for Funding (Sections A-O):

A. Event (Event Name):

21st Annual Rob Gittings Memorial Baseball Tournament and BBQ

B. Date of Event (YYYY-MM-DD):

2025-06-07

C. Hosting Agency and Benefactor of the Event (if any):

Niagara Regional Police Service Benevolent Fund

D. Brief Description of the Event:

This Special Fund Request is to seek the Board's approval for \$3000 to assist with the operating costs of the Annual Rob Gittings Memorial Baseball Tournament, which serves as the primary fundraiser for the NRPS Benevolent Fund.

The Benevolent Fund supports currently serving members and their immediate family members who are facing potentially life-altering illnesses or injuries. It helps cover expenses not supported by OHIP or workplace benefits, such as gas, meals, accommodations, and other out-of-pocket costs during times of crisis.

On the day of the tournament, teams consisting of members of the Niagara Regional Police Service participate in a round robin style baseball tournament accompanied by a paid BBQ to raise funds.

E. Service Staff or Board Members Attending (if applicable) (Name, Rank of Members):

Niagara Regional Police Service members

F. Aligns with the Special Fund guiding principles (Community Relations, Board/Service Relations, or Public Education/Awareness) (Please explain how the event aligns with the three categories as outlined in the Guiding Principles of Administration, Limitations and Guidelines of the Special Funds By-Law 403-2024) and the Service's Strategic Plan (i.e., Goal 2.2 Objective):

This request aligns with the Police Service By Law #403-4024 Respecting the administration, limitations and guidelines of the Special Fund. 5.1 a) Community Relations through Involvement with Police-Related Organizations - Intended to enable the Board/Service to purchase tickets or contribute donations for individuals officially representing the Police Service Board and/or the Niagara Regional Police at external organizations and/or fundraising events.

This initiative is also related to the Service 2022-2025 Strategic Plan. Specifically, Goal 4: Member Wellness and Resiliency, Objective 2.0 to promote and encourage healthy lifestyles and the physical well-being of members.

G. Detail account of funds requested and its intended uses:

Items	Amount
Operating expenses such as food costs, tent rentals, and prize incentives.	\$3000
Total Amount Requested:	\$3000

H. Funds will be disbursed by (Please provide the cheque payable to "Name of Agency" and address to mail cheque OR issued to Niagara Regional Police under the control of the finance unit):

Funds (\$3000) to be issued to Niagara Regional Police under the under the control of the Finance Unit.

I. Submitted by: Corporate Communications Manager Stephanie Sabourin, Member, Benevolent Fund Committee

J. Immediate Supervisor Approval: N/A

K. Program Manager Approval: N/A

L. Sponsored by (*Member of the Executive Leadership Team*): Chief Bill Fordy

M. Date Submitted to Chief's Office: 2025-03-10

N. Chief's Approved X or Denied ☐

O. Chief's Comments:

Click or tap here to enter text.

2. Post Event Report:

A. Please provide a follow-up report on the outcome of the event(s), achievement of the main objective, and members that attended the event (*please limit to 2-3 paragraphs*):

Click or tap here to enter text.

B. Final Financial Report* (*to be completed by Finance*):

Items	Funding Request	Amount Spent	Difference
Total Amount			

**Any unspent funds will be returned to the Special Funds Account*



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

CONFIDENTIAL AGENDA

Subject: Special Investigations Unit – Case Number 24-OCI-250 – Incident of April 11, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-03

Confidential Report

Confidential Report with respect to the legal matter of an identifiable individual – *Community Safety and Policing Act, s. 44(2)(b)* “personal matters about an identifiable individual, including members of the police service or any other employees of the board” and *Community Safety and Policing Act 2019, s.44(2)(e)* “litigation or potential litigation affecting the Board, including matters before administrative tribunals.”

Recommendation(s)

1. That the Niagara Police Service Board (Board) receives this report for information.
2. That the Board makes the report available to the public.

Key Facts

- The purpose of this report is to advise the Board of the findings and any action taken or recommended by the Chief of Police following a notification and investigation of an incident by the Special Investigations Unit (SIU). Section 81 of the Community Safety and Policing Act 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.
- June 13, 2024, a notification was made to the SIU regarding a female who had suffered a fractured wrist during an interaction with officers, resulting in the incident meeting the investigative mandate of the SIU.
- On September 26, 2024, the SIU notified the Service that their investigation had concluded and advised that there were no grounds for criminal charges against the subject official.
- The subsequent Section 81 investigation by the Professional Standards Unit determined there were no issues with respect to officer conduct, policies or services provided by the Niagara Regional Police Service (NRPS).

Financial Considerations

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

Analysis

On May 27, 2024, the NRPS received a public complaint from the Law Enforcement Complaints Agency (LECA) in relation to an incident that had occurred on April 11, 2024. It was determined that members of the NRPS had responded to the St. Catharines hospital regarding a female who refused to leave when requested. During the interaction with officers, the female became disruptive, threw herself onto the floor, and had to be restrained. The female was apprehended under the Mental Health Act and admitted.

During the LECA complaint investigation, the complainant alleged they had suffered a fractured wrist during the incident. Medical records confirmed the serious injury.

On June 13, 2024, the SIU was notified and invoked their mandate.

The SIU designated one member of the Service as a Witness Official.

One member was designated as a Subject Official.

On September 26, 2024, the SIU closed its investigation into this matter. In his decision letter, SIU Director, Mr. Joseph Martino wrote "The file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official."

A copy of the SIU report was publicly posted on the SIU's website.

In accordance with Section 81, the Service's Professional Standards Unit conducted an investigation and review of this incident which considered the following three areas:

1. The member's conduct in relation to the incident;
2. The policing provided by the member in relation to the incident; and
3. The procedures established by the chief of police as they related to the incident.

The Section 81 investigation encompassed a compliance review of applicable provincial legislation which governs members of the 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. Conduct of NRPS Officers

There were no officer conduct issues identified during the SIU investigation or the Professional Standards Unit investigation and review of this incident regarding compliance with General Orders or legislation.

2. Services Provided by the NRPS

There were no issues identified relating to the services provided by NRPS during this incident.

3. The Policies of the NRPS

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 079.10 – Special Investigations Unit
- 2) General Order 167.08 – Mentally Ill Persons
- 3) General Order 053.25 – Use of Force
- 4) General Order 100.10 – Powers of Arrest
- 5) General Order 168.06 – Officer Note Taking

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.

The Professional Standards Unit investigation and review of this incident was undertaken in compliance with Section 81 of the Community Safety and Policing Act. The relevant policies of the Service, the services provided, and the conduct of the involved Service members was the focus of this review and investigation.

In conclusion, there were no issues identified as it pertains to services provided, the conduct of the involved Service members, or the existing General Orders governing these situations.

Alternatives Reviewed

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

The Community Safety and Policing Act provides that meetings of the Police Services Board shall be open to the public subject to exceptions that are set out in Subsection 44. The applicable exception to be considered in this case is the subject matter being considered includes, “*personal matters about an identifiable individual, including members of the police service or any other employees of the board.*”

In considering whether or not to make this report available to the public, it is respectfully submitted that the Board consider the following factors:

- 1) There are no public security matters revealed in this report.
- 2) This report does not reveal any intimate financial or personal matters.

Relationship to Police Service/Board Strategic Priorities

Not applicable.

Relevant Policy Considerations

Not applicable.

Other Pertinent Reports

C8.7-2024.12.19 – Request for Legal Indemnification – SIU Case 24-OCI-250 Incident of April 11, 2024.

This report was prepared by Lynda Hughes, Acting Superintendent, Executive Services. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

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

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

CONFIDENTIAL AGENDA

Subject: Special Investigations Unit – Case Number 24-OCI-299 – Incident of July 10, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-04

Confidential Report

Confidential Report with respect to the legal matter of an identifiable individual – *Community Safety and Policing Act, s. 44(2)(b)* “personal matters about an identifiable individual, including members of the police service or any other employees of the board” and *Community Safety and Policing Act 2019, s.44(2)(e)* “litigation or potential litigation affecting the Board, including matters before administrative tribunals.”

Recommendation(s)

1. That the Niagara Police Services Board (Board) receives this report for information.
2. That the Board makes the report available to the public.

Key Facts

- The purpose of this report is to advise the Board of the findings and any action taken or recommended by the Chief of Police following a notification and investigation of an incident by the Special Investigations Unit (SIU). Section 81 of the Community Safety and Policing Act 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.
- July 10, 2024, a notification was made to the SIU regarding a male who had suffered fractured ribs during an interaction with officers, resulting in the incident meeting the investigative mandate of the SIU.
- On November 6, 2024, the SIU notified the Service that their investigation had concluded and advised that there were no grounds for criminal charges against the subject official.
- The subsequent Section 81 investigation by the Professional Standards Unit determined there were no issues with respect to officer conduct, policies or services provided by the Niagara Regional Police Service (NRPS).

Financial Considerations

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

Analysis

On July 10, 2024, officers with the NRPS attended the Mental Health Unit of the Niagara Health System located at 1200 Fourth Avenue, St Catharines. It was reported there was a male patient who was in crisis and out of control. The male had been formed under the Mental Health Act but was actively trying to leave. After a brief interaction with officers and hospital staff, the male was successfully apprehended and placed in a room.

A short time later, officers were again requested to assist hospital staff with the same male who had become agitated and assaulted a female nurse. Two officers returned to the unit. The male refused all attempts by the officers to deescalate the situation and told them he wanted to fight and took up a fighting stance. The male grabbed one officer before being taken to the ground. One officer fell onto the male, which caused him to suffer two broken ribs.

The SIU was notified and invoked their mandate.

The SIU designated one member of the Service as a Witness Official.

One member was designated as a Subject Official.

On November 6, 2024, the SIU closed its investigation into this matter. In his decision letter, SIU Director, Mr. Joseph Martino wrote " The file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official."

A copy of the SIU report was publicly posted on the SIU's website.

In accordance with Section 81, the Service's Professional Standards Unit conducted an investigation and review of this incident, which considered the following three areas:

1. The member's conduct in relation to the incident;
2. The policing provided by the member in relation to the incident; and
3. The procedures established by the chief of police as they related to the incident.

The Section 81 investigation encompassed a compliance review of applicable provincial legislation, which governs members of the 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. Conduct of NRPS Officers

There were no officer conduct issues identified during the SIU investigation or the Professional Standards Unit investigation and review of this incident regarding compliance with General Orders or legislation.

2. Services Provided by the NRPS

There were no issues identified relating to the services provided by NRPS during this incident.

3. The Policies of the NRPS

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 079.10 – Special Investigations Unit
- 2) General Order 167.08 – Mentally Ill Persons
- 3) General Order 053.25 – Use of Force
- 4) General Order 100.10 – Powers of Arrest
- 5) General Order 168.06 – Officer Note Taking

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.

The Professional Standards Unit investigation and review of this incident was undertaken in compliance with Section 81 of the Community Safety and Policing Act. The relevant policies of the Service, the services provided, and the conduct of the involved Service members was the focus of this review and investigation.

In conclusion, there were no issues identified as it pertains to services provided, the conduct of the involved Service members, or the existing General Orders governing these situations.

Alternatives Reviewed

- 1) To not receive the report.

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

The Community Safety and Policing Act provides that meetings of the Police Services Board shall be open to the public subject to exceptions that are set out in Subsection 44. The applicable exception to be considered in this case is the subject matter being considered includes, “*personal matters about an identifiable individual, including members of the police service or any other employees of the board.*”

In considering whether or not to make this report available to the public, it is respectfully submitted that the Board consider the following factors:

- 1) There are no public security matters revealed in this report.
- 2) This report does not reveal any intimate financial or personal matters.

Relationship to Police Service/Board Strategic Priorities

Not applicable.

Relevant Policy Considerations

Not applicable.

Other Pertinent Reports

C8.14-2025.02.27 – Request for Legal Indemnification – SIU Case 24-OCI-299 Incident of July 10, 2024.

This report was prepared by Lynda Hughes, Acting Superintendent, Executive Services. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

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

Appendices

Not applicable.



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

CONFIDENTIAL AGENDA

Subject: Special Investigations Unit – Case Number 24-OVI-342 – Incident of August 14, 2024

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-03-03

Confidential Report

Confidential Report with respect to the legal matter of an identifiable individual – *Community Safety and Policing Act, s. 44(2)(b)* “personal matters about an identifiable individual, including members of the police service or any other employees of the board” and *Community Safety and Policing Act 2019, s.44(2)(e)* “litigation or potential litigation affecting the Board, including matters before administrative tribunals.”

Recommendation(s)

1. That the Niagara Police Service Board (Board) receives this report for information.
2. That the Board makes the report available to the public.

Key Facts

- The purpose of this report is to advise the Board of the findings and any action taken or recommended by the Chief of Police following a notification and investigation of an incident by the Special Investigations Unit (SIU). Section 81 of the Community Safety and Policing Act 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.
- August 14, 2024, a notification was made to the SIU regarding a female who had suffered two broken vertebrae during an interaction with an officer, resulting in the incident meeting the investigative mandate of the SIU.
- On December 12, 2024, the SIU notified the Service that their investigation had concluded and advised that there were no grounds for criminal charges against the subject official.
- The subsequent Section 81 investigation by the Professional Standards Unit determined there were no issues with respect to officer conduct, policies or services provided by the Niagara Regional Police Service (NRPS).

Financial Considerations

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

Analysis

On August 14, 2024, a uniformed officer was on routine patrol in the City of Niagara Falls when they observed a vehicle operating in an aggressive manner on Thorold Stone Road. The officer turned to follow the vehicle to make further observations. The vehicle suddenly turned northbound on Stanley Avenue and drove at a high rate of speed prior to a traffic stop being attempted. When the officer turned onto Stanley Avenue, they observed that the vehicle had left the roadway near a trail approximately 500 meters away and crashed into a fence.

The officer arrived at the scene and observed a male flee the vehicle and hop over a barbed wire fence onto Ontario Power Generation property. Two females remained in the car. One was placed under arrest; however, the second female was in the backseat injured and could not move. A K9 track was commenced; however, the male was not located.

The injured female was transported to the hospital, where it was later determined her injuries were two broken vertebrae.

The SIU was contacted and invoked their mandate.

The SIU designated three members of the Service as Witness Officials.

One member was designated as a Subject Official.

On December 12, 2024, the SIU closed its investigation into this matter. In his decision letter, SIU Director, Mr. Joseph Martino wrote " The file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject official."

A copy of the SIU report was publicly posted on the SIU's website.

In accordance with Section 81, the Service's Professional Standards Unit conducted an investigation and review of this incident which considered the following three areas:

1. The member's conduct in relation to the incident;
2. The policing provided by the member in relation to the incident; and
3. The procedures established by the chief of police as they related to the incident.

The Section 81 investigation encompassed a compliance review of applicable provincial legislation which governs members of the 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. Conduct of NRPS Officers

There were no officer conduct issues identified during the SIU investigation or the Professional Standards Unit investigation and review of this incident regarding compliance with General Orders or legislation.

2. Services Provided by the NRPS

There were no issues identified relating to the services provided by NRPS during this incident.

3. The Policies of the NRPS

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 079.10 – Special Investigations Unit
- 2) General Order 168.06 – Officer Note Taking
- 3) General Order 042.13 – Suspect Apprehension Pursuits

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.

The Professional Standards Unit investigation and review of this incident was undertaken in compliance with Section 81 of the Community Safety and Policing Act. The relevant policies of the Service, the services provided, and the conduct of the involved Service members was the focus of this review and investigation.

In conclusion, there were no issues identified as it pertains to services provided, the conduct of the involved Service members, or the existing General Orders governing these situations.

Alternatives Reviewed

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

The Community Safety and Policing Act provides that meetings of the Police Services Board shall be open to the public subject to exceptions that are set out in Subsection 44. The applicable exception to be considered in this case is the subject matter being considered includes, *“personal matters about an identifiable individual, including members of the police service or any other employees of the board.”*

In considering whether or not to make this report available to the public, it is respectfully submitted that the Board consider the following factors:

- 1) There are no public security matters revealed in this report.
- 2) This report does not reveal any intimate financial or personal matters.

Relationship to Police Service/Board Strategic Priorities

Not applicable.

Relevant Policy Considerations

Not applicable.

Other Pertinent Reports

C8.14-2025.02.27 – Request for Legal Indemnification – SIU Case 24-OVI-342 Incident of August 14, 2024.

This report was prepared by Lynda Hughes, Acting Superintendent, Executive Services. Recommended by Darrin Forbes, Acting Deputy Chief, Support Services.



Submitted by:

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

Appendices

Not applicable.