



NIAGARA REGIONAL POLICE SERVICE Police Services Board Report

PUBLIC AGENDA

Subject: Motion of the Regional Municipality of Niagara and St. Catharines City Council

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2020-11-18

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Recommendation(s)

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

Key Facts

- At its Public Meeting on September 24, 2020, the Niagara Police Services Board received correspondence in the form of a motion passed by Regional Council on August 13, 2020.
- The motion which listed a number of items for action by the Niagara Regional Police Service in relation to Diversity, Equity and Inclusion was received by the Board for information and referred to Chief MacCulloch to prepare a report.
- The attached report has been prepared by the Service to address the points of the motion and makes recommendations to the Board.

Financial Considerations

There are no financial implications related to receiving this report.

Analysis

On July 23, 2020, and again on August 13, 2020, Chief of Police Bryan MacCulloch attended two special sessions of Regional Council to speak to the contents of an omnibus motion raised by Councillor (St. Catharines Mayor) Walter Sendzik. The motion lists a number of items for action pertaining to the Niagara Regional Police Service in relation to Diversity, Equity and Inclusion.

Between each of those sessions of Council, Chief MacCulloch also attended at St. Catharines City Council on August 10, 2020 to speak to the original motion of St. Catharines City Council.

Following the passing of the Regional Council motion on August 13, 2020, Regional Council sent correspondence to the Niagara Police Services Board, which was received by the Board at its Public Meeting on September 24, 2020.

The Niagara Police Services Board directed Chief MacCulloch to have a report prepared which addresses the various concerns raised in the motion. The attached report addresses each section of the motion as raised, and where warranted, recommendations to the Board have been included.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

The contents of this report relies upon and identifies ties to the Niagara Police Services Board 2019-2020 Strategic Plan as well as the Niagara Regional Police Service 2020-2022 Diversity, Equity and Inclusion Strategic Plan.

Relevant Policy Considerations

Not applicable.

Other Pertinent Reports

Not applicable.

This report was prepared by David Meade, Superintendent, Executive Services, and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



Submitted by:

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

Appendices

Appendix 1 Report to the Chair and Members, Niagara Police Services Board – Motion of the Regional Municipality of Niagara and St. Catharines City Council.

Report to the Chair and Members, Niagara Police Services Board

Motions of the Regional Municipality of Niagara and St. Catharines City Council

November 26, 2020

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Contents

Acknowledgements	2
Message from Chief MacCulloch.....	5
Regional Municipality of Niagara Council Motion.....	7
Executive Summary	12
Recommendations	14
Training	15
Pre-OPC	15
Basic Constable Training (BCT)	16
Post OPC.....	17
In-Service Training (IST).....	17
Future Training	20
Complaints.....	20
Local Complaints.....	23
Communication.....	25
Race-based Crime Data.....	25
Anti-Racism Act 2017	26
The Ontario Human Rights Commission.....	28
Statistic Canada	29
Royal Canadian Mounted Police	30
Niagara Regional Police Records Management System.....	30
Calls For Service Data Entry	32
Community Satisfaction Survey	34
Community Engagement.....	35
TOES Niagara:	36
YMCA:	36
Folk Arts:.....	36

Welland Heritage Council and Multicultural Centre:	37
Budget Analysis	37
Diversity Plan	40
Mental Health and Addictions.....	41
Call Types related to mental health and addictions	41
Mobile Crisis Rapid Response Team (MCRRT)	44
Niagara Emergency Medical Services (NEMS)	45
Community Safety and Well-Being Plan	46
City of St. Catharines Correspondence	47
Training	47
• <i>Increase Crisis Intervention Training</i>	47
• <i>Add implicit bias and anti-racism trainings</i>	47
Re-assessing police service standards to shift its budget.....	48
Civilian Review	50
Releasing Statistics.....	51
• <i>Publish online details of police-reported hate crimes</i>	51
• <i>Publish on-line the use of force by race data</i>	51
• <i>Extend the collection of race data to traffic stops</i>	51
Hiring	52
• <i>Increase diversity hiring to at least 15%</i>	52
8 Can't Wait Campaign	53
• <i>Prohibit shooting at moving vehicles</i>	55
Performance Reviews	55
Conclusion.....	56

Message from Chief MacCulloch

The Niagara Regional Police Service is made up of approximately 1100 sworn and civilian members, and I want to assure you that the men and women who make up our Service, are proud to serve and protect the residents and visitors to Niagara.

Following the horrific death of George Floyd at the hands of Minneapolis police officers, and the marginalization of other racialized individuals during interactions with police, we have seen a global call for greater police oversight and accountability, as well as demands for the fair and equal treatment of ALL people regardless of race, ethnicity, sexual orientation or any other protected grounds.

No one can deny the pain and lived-experience that many individuals from various equity seeking groups around the globe have endured.

Now more than ever, we need to dialogue and we need to collaborate to find solutions. We need to look at the entire issue - but we also need to be alive to what we are experiencing and working with HERE in Niagara.

Where are there opportunities to do better?

Where are there opportunities to change? and,

Where are there opportunities to advocate for change, and be an Ally?

This is a global issue, a discussion that is healthy and quite frankly needs to be happening.

There is an opportunity here for leadership – to be a part of the larger solution – while maintaining and enhancing the already solid relationship that we enjoy with our community in Niagara while listening to those who may have concerns and taking action to rectify those concerns.

Simply put, we are an organization that is committed to excellence and we are committed to continuous improvement, while enhancing what we have already built.

And what have we built?

We have been working to build a solid foundation; with a focus on inclusion and working with our community partners.

Right now, there is a meaningful, and needed, call for inclusion and for change. Change in response to years of systemic racism within our society and the resulting insidious impacts.

The discussion, as we move forward on a path to healing and inclusion needs to have our partners at the table.

We need to have the equity seeking groups, those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination within our community, at the table to be heard.

Where it applies to policing we are ready to discuss where there are opportunities for improvement to benefit our community.

Regional Municipality of Niagara Council Motion

At its Public Meeting on September 24, 2020, the Niagara Police Services Board received correspondence in the form of a motion passed by Regional Council on August 13, 2020. The motion lists a number of items for action pertaining to the Niagara Regional Police Service in relation to Diversity, Equity and Inclusion.

The motion was received by the Board for information and further, was referred to Chief MacCulloch for a report back to the Board at its October 22, 2020, Board meeting.

The contents of the motion passed by Regional Council at request of St. Catharines City Council are repeated below:

Regional Council, at its Special meeting held on August 13, 2020, passed the following motion put forward by Councillor Sendzik regarding Niagara Regional Police Service - Diversity, Equity, & Inclusion:

Whereas systemic racism against Black people, Indigenous people, and other people of colour (BIPOC) exists in Niagara;

Whereas the tragic deaths of Black people and Indigenous people in Canada and United States by police has created an urgency to challenge and change systems of policing in communities across Canada;

Whereas the Regional Municipality of Niagara is the funding body for the Niagara Regional Police Services;

Whereas the Niagara Regional Police Services Board is an oversight body of the Niagara Regional Police Services, and includes members of Niagara Regional Council;

Whereas the Niagara Regional Police Services Board approved its NRPS 2020-2022 Diversity, Equity, & Inclusion Strategic Plan that includes aspects of working with the BIPOC communities;

Whereas more work must be undertaken by the Niagara Police Services Board and Chief of Police to engage with our BIPOC community with an objective to better understand, address and eliminate any prejudice, racism and bias in our Police Service; and

Whereas the Niagara Regional Police Services Board has established a partnership with the Canadian Mental Health Association Niagara Branch to provide mental health emergency support through the Mobile Crisis Rapid Response Team.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Region Council **REQUESTS** the Niagara Regional Police Services Board direct the Chief of Police to undertake the following:

- a. Prepare a report outlining all training, (pre-badge and during badge) on de-escalation techniques, diversity, cultural sensitivity and anti-racism training (both internal and external facing from the membership) and that the Chief include any recommendations for furthering this training to the Niagara Regional Police Services Board for further consideration, and that the Niagara Regional Police Services Board members commit to training on these issues on an annual basis;
- b. That a report outlining the public complaint process be brought forward for information with any recommendations as to provide ease of access to any methods of submitting complaints including but not limited to a communications campaign that makes this process better understood;
- c. That seeing that Statistics Canada just announced it will start collecting race-based crime data, that the Chief also work to bring back a report with metrics and/or data over the last five (5) years (or appropriate time horizon) on various crime statistics including but not limited to anything that further provides information on/or a picture of police interactions with racialized communities;
- d. That information on data entry, including how calls for service are entered into the record management system be examined with any recommendations for further expansion of data entry to identify interactions with anyone from the Black, Indigenous, ethno-cultural or people of colour community to further transparency;
- e. That an independent, third party survey be undertaken to gain a better understanding and receive feedback on interactions between the Niagara Regional Police Service and Niagara residents;
- f. That the Chief of Police examine opportunities to work with TOES Niagara, Niagara Multicultural Centre, YWCA, Welland Heritage Council and Multicultural Centre and any other group working with newcomers and recently arrived immigrants;
- g. That the Police Services Board direct the Chief of Police, alongside the Senior Leadership Team to provide an analysis on the implications of directing dollars towards further social service and community outreach initiatives as part of the 2021 budget, versus increases to operational and capital budgets unless deemed essential;
- h. That the Police Services Board develop a diversity plan for board appointees that reflect the diversity of the Niagara community; and
- i. That a report on the number and specific types of calls related to mental health and addictions, be brought forward and that the report include an actionable plan, including options for both an extension of the current MCRRT but also an alternate NRP led plan funded by the Niagara Region, developed in partnership with Niagara

EMS and local mental health, addictions, and crisis agencies, to respond to these calls in line with guidance and recommendations from the Canadian Mental Health Association; and

2. That the correspondence from the City of St. Catharines Council, dated August 11, 2020, containing the recommendations of the City of St. Catharines Anti-Racism Committee, **BE FORWARDED** to the Niagara Regional Police Services Board for consideration.

At its meeting held on August 10, 2020, St. Catharines City Council approved the following motion:

WHEREAS St. Catharines City Council asked for advice from the Anti-Racism Advisory Committee on body cameras for police and other reforms;

THEREFORE BE IT RESOLVED that City Council endorse the following recommendations from the Anti-Racism Advisory Committee:

Training

- Increase Crisis Intervention Training to being offered at least 4 times a year or until as close to 100% of front line officers as possible at any given time would have completed the training;
- Add cross-cultural mental health training to its Crisis Intervention Training;
- Add implicit bias and anti-racism trainings in its refresher trainings and that these trainings be led by experts from equity seeking groups, along the lines of the African Canadian Legal Clinic's recommendations to the Ipperwash Inquiry:
"That police forces develop an anti-racism curriculum and training program to be incorporated into any existing training programs on use of force and which will be mandatory for recruits, new officers, and serving officers. The training should be designed and delivered by independent experts in anti-racism to ensure a full understanding of racially biased policing, racial discrimination and the racialized communities police serve, particularly with respect to use of force. This training should be provided as a refresher on a regular basis. The training program should be independently and regularly evaluated to assess its efficacy with respect to effecting anti-racist behavioural and attitudinal change."

Re-assessing police service standards to shift its budget

- The NRPS Chief and Board re-assess "adequate policing" requirements based on removing welfare checks, mental health, and suicide threat calls, as well as foot patrols that are only demanded because of perception;
- That the Niagara Regional municipality shift these funds from the reduction of the NRPS budget to a dispatched civilian service such as the EMS;

Civilian Review

- The establishment of a local purely civilian (no former police officers) body including members from equity seeking groups with oversight, disciplinary powers, and the power to refer charges for prosecution over police officers;
- Establish the office of a purely civilian (no former police officers) Ombudsperson with full access to police records and data;

Releasing Statistics

- Publish online details of police-reported hate crimes for each incident including location, date and time, the protected group which was attacked, and the nature of the crime;
- Publish online the use of force by race data required to be submitted to the Ministry of the Solicitor General under the Anti-Racism Act;
- Extend the collection of race data to traffic stops and publish online these statistics as well as the outcome (any charges) for traffic stops;

Hiring

- Increase diversity hiring to at least 15% of the recruiting class over three years, and further as per the African Canadian Legal Clinics recommendation to the Ipperwash Inquiry:
“That police recruits be screened for prejudicial and racially discriminatory attitudes, similar to screening already being done for personality attributes, criminal record, and family background. That police forces be encouraged to retain independent employment equity experts to develop concrete, measurable and attainable goals to increase the number of racialized people, particularly African Canadians and Aboriginals, especially in positions of responsibility, in order to achieve a “critical mass” of representation and diversity to promote cultural and organizational change”;
- That these independent employment equity experts undertake a comprehensive review of the hiring, recruitment, selection, and management practices of the NRPS;

8 Can't Wait Campaign

- Require all officers to have a duty to intervene against excessive use of force or abuse;
- Prohibit shooting at moving vehicles;

Performance Reviews

- As per the African Canadian Legal Clinic's recommendation to the Ipperwash Inquiry:

“That police forces ensure that complaints and concerns against police officers relating to use of force, particularly when the complainant is racialized, are reflected and factored into the assessment of each officer’s performance review and or promotions.”; and

BE IT FURTHER RESOLVED that St. Catharines City Council call on the Niagara Region, through the Police Services Board, to immediately begin the process of implementing the above recommendations; and

BE IT FURTHER RESOLVED that this motion be forwarded to all local municipalities; the offices of all Niagara-area MPPs and MPs; the offices of the Attorney General of Ontario Doug Downey, the Attorney General of Canada David Lametti and Federal Public Safety Minister Bill Blair; and request comment from the Solicitor General of Ontario Sylvia Jones. FORTHWITH”

Executive Summary

On July 23, 2020, and again on August 13, 2020, Chief of Police Bryan MacCulloch attended two special sessions of Regional Council to speak to the contents of an omnibus motion raised by Councillor (St. Catharines Mayor) Walter Sendzik. Between each of those sessions of Council, Chief MacCulloch also attended at St. Catharines City Council on August 10, 2020 to speak to the original motion of St. Catharines City Council. Following the passing of the Regional Council motion on August 13, 2020, the Niagara Police Services Board directed Chief MacCulloch to have a report prepared which addresses the various concerns raised in the motion.

This report addresses each section of the motion as raised and where warranted recommendations to the Board have been included.

Section A - addresses training received by Niagara Regional Police Officers with respect to de-escalation, diversity, cultural sensitivity, and anti-racism. It examines training received at various stages of officers' professional development, including training received prior to attending at the Ontario Police College (OPC), while at OPC, post-OPC prior to being sworn, and ongoing in-service training throughout their careers. This area also addresses future direction of training as was identified through the Board's 2019-2021 Strategic Plan and the Service's 2020-2022 Diversity, Equity, & Inclusion Strategic Plan.

Section B - provides a detailed overview of the Police Complaints process explaining the expansive nature of independent Police oversight within the Province and how it intersects with the Police organization. Police oversight is assumed at a Provincial level, it is well established and advertised through the Office of the Independent Police Director.

Section C – addresses the collection of race-based data. It examines the various sources requesting, advising and/or directing the collection of race data and looks at the data that has been collected by the Service to date. It is recognized that standards have not previously existed for race data, and various sources rely upon different data sets for collecting race data. The Service recognizes and acknowledges that its race data collection is incomplete, and should be brought in line with the Anti-Racism Act Data Standards. Also the Service welcomes the collection of race data as part of the Uniform Crime Reports (UCR) survey through Stats Canada.

Section D – examines Police calls for service data entry and identifies how calls are prioritized. It discusses at which stages of the process race data can be gathered, and makes the recommendation that the Service transition to the Anti-Racism Data Standards as referenced in the Anti-Racism Act 2017.

Section E – discusses the Business Plan and the Community Satisfaction Survey that is conducted every three years as part of the Business planning cycle. The last Community Satisfaction Survey was conducted in 2018 by Professors with the University of the Fraser Valley Centre for Public Safety and Criminal Justice Research. A recommendation is

included for the Board to consider expanding the scope of the next survey to include community perceptions of police bias and systemic racism.

Section F – provides an overview of some of the Community partners with which the Service has ongoing relationships. With respect to those agencies/organizations raised in the Region's motion, the Service has previously established relationships with each through the Chief of Police - Community Inclusion Council.

Section G – provides an analysis of the impact of defunding this organization through a zero percent budget increase. If that were to come to pass, the outcome would equate to the salaries of 51 First Class constables. The resultant loss would jeopardize community safety, the ability to meet goals within the strategic plan, the Diversity, Equity, and Inclusion Strategic Plan, and would serve to undermine the Service's ability to provide the additional training called for by Council through its motion.

Section H – addresses a Diversity Plan for the Board. Given the Board has no input to its own makeup, diversity within the Board rests entirely in the hands of Regional Council for four of the seven positions, and with the Province for the remaining three. Through the Board's 2019-2021 Strategic Plan, the Service has created the 2020-2022 Diversity, Equity, & Inclusion Strategic Plan with full endorsement and support of the Board.

Section I – provides a report on the impact of mental health and addictions on Police Calls for Service. It identifies that there is no single method of determining all calls for Police service that have been impacted by such social issues as mental health and addictions. The Service is engaged with Niagara EMS to enter into a Memorandum of Agreement and to establish a working group to develop a plan for addressing mutual responses to these calls.

The second part of Regional Council's motion represents correspondence from the City of St. Catharines through the Region of Niagara requesting that the recommendations of their anti-racism committee, as endorsed by St. Catharines Council, be forwarded to the Board for consideration.

This correspondence was received in a multi bulleted format under a number of headings; Training; Reassessing Police Service standards to shift its budget; Civilian Review; Releasing Statistics; Hiring; 8 Can't Wait; and, Performance Reviews. Many of these topics blended into aspects of the Regions motion, whereas others are already in legislation, in practice, or out of scope for the City of St. Catharines or the Region of Niagara. That being said, some recommendations regarding Training, Statistics and Performance Reviews are raised for consideration.

Recommendations made by the Service with respect to the contents of this report are listed in the following section.

Recommendations

1. The Niagara Regional Police Service carry on with its plan to engage a third party trainer to provide initial anti-racism and bias-free training to the membership, to be followed up with additional sessions (either internal or external) on an annual basis as part of in-service training.
2. The Niagara Regional Police Service follows the lead of the Canadian Association of Chiefs of Police and Statistics Canada, to develop the metrics and analysis for the reporting of race-based data.
3. The Niagara Regional Police Service encourages the CACP and Statistics Canada to adopt the race categories within the Anti-Racism Act for the purpose of UCR reporting.
4. The Niagara Regional Police Service adjusts its collection of race data to follow those set out in the Anti-Racism Data Standard.
5. The 'Ethnic Background' field name within the descriptors for entities within Versadex is updated to 'Race'. This new Race field should become mandatory in every instance. The Service should endeavour to make this transition prior to January 1, 2021 to allow for consistent data collection throughout the entire year.
6. The Niagara Police Services Board considers expanding the scope of the next Community Satisfaction Survey to include community perceptions with respect to systemic racism, bias, and relations with members of diverse communities.
7. The Niagara Regional Police Service continues working with Niagara Emergency Medical Services (NEMS) to develop a Memorandum of Agreement and establish a working group to address the handling of calls for service in relation to the social issues of mental health and addictions.
8. The Niagara Regional Police Service continues to support the Regional Municipality of Niagara in the development of its Community Safety and Well-being Plan as prescribed under Part XI of the Police Services Act.
9. The Niagara Regional Police Service attempts to increase Crisis Intervention Training offerings beyond two times per year, subject to the availability of instruction through CMHA, with a goal of working toward course completion of 100% of the front-line.
10. The Niagara Regional Police Service should incorporate teaching points related to the Criminal Code and Police Service Act code of conduct into lesson plans for Use of Force to address a duty to intervene should an officer find themselves in such a position.
11. The Niagara Regional Police Service, as part of the Uniform Constable Performance Appraisal, adds a measure of engagement with diversity within "Community Commitment" alongside other measures of 'Community Satisfaction' and 'Victim Assistance'.

Training

- a. Prepare a report outlining all training, (pre-badge and during badge) on de-escalation techniques, diversity, cultural sensitivity, and anti-racism training (both internal and external facing from the membership) and that the Chief include any recommendations for furthering this training to the Niagara Regional Police Services Board for further consideration, and that the Niagara Regional Police Services Board members commit to training on these issues on an annual basis.***

The following pages are offered in response to the points of the Regional Council motion:

Police training, for the purpose of this report will be addressed in four components. Pre-Ontario Police College (Pre-OPC); Basic Constable Training received at the Ontario Police College (BCT); Post Ontario Police College but pre swearing-in (Post-OPC) and ongoing In-Service Training (IST).

Pre-OPC

Newly hired Recruits attend the Niagara Regional Police Service Training Unit for a period of two weeks prior to their attendance at OPC. During that two-week period our Recruits receive introductory classes in a wide range of topics to prepare them for entry to the Ontario Police College. Items from the curriculum that meet the scope of Regional Council's motion include sessions dedicated to:

Accessibility for Ontarians with Disabilities Act (AODA);

Recruits are introduced to the AODA, The Ontario Human Rights Code, and the integrated Accessibility Standards Regulation. Course study includes an understanding of the Duty to Accommodate, Applying Human Rights Principles, Compliance and Enforcement.

Workplace Violence Training;

Recruits receive instruction on Workplace Violence under the Occupation Health and Safety Act. Recruits receive instruction on Service Policy and Procedure for Workplace Violence.

Respectful Workplace Training;

Recruits are provided instruction with respect to Service policy and procedure on Respectful Workplace. Instruction focuses on ensuring a work environment free from discrimination and harassment, promoting fairness, opportunity, wellness and a sense of belonging for all members.

Introduction to the Use of Force Model.

This is the Recruits' introduction to the Ontario Use of Force Model. Students are instructed on the foundational elements of the model, including the continuous cycle of "Assess, Plan and Act" stressing the requirement to constantly be assessing situations for the most reasonable option to the circumstance presented. Communication and de-escalation is the basis of the model.

Basic Constable Training (BCT)

The BCT Program is offered in three intakes per year. Recruit officers from across the province attend the Ontario Police College in Aylmer, Ontario for a thirteen-week curriculum. One of the many strengths of the program is that all Police Officers across the Province receive identical training to the very high standards set by the Ministry of the Solicitor General.

With respect to the scope of the Regional Council motion:

At the Ontario Police College, officers are taught about the importance of professionalism in Policing, the understanding of implicit bias and the dynamics of discrimination and racism and gender identity. They learn about responding to hate crimes and the role of Police with victims and the community and how to be leaders within our community.

All recruits receive training on communication that:

- a) is practiced and reinforced in all appropriate Recruit training; and
- b) ensures competence is demonstrated in;
 - i) basic communication skills, including:
 - subject rapport development;
 - voice control;
 - receiver/sender issues; and
 - active listening;
 - ii) race relations and cross cultural communication skills;
 - iii) mental health/communication awareness;
 - iv) mediation skills;
 - v) diagnosing verbal encounters;
 - vi) creating voluntary compliance;
 - vii) defusing aggressive behaviours;
 - viii) use policy; and,
 - ix) role playing exercises.

Even within instruction on use of force, Recruits receive instruction on the impact of Officer presence and communication in the use of force Model. Within training for intermediate weapons, officers must demonstrate competence in parallel communications in efforts to deescalate a situation. Officers experience being sprayed by Oleoresin Capsicum, and in so doing develop a better understanding of the effects and

the need to communicate and reassure a suspect who has been sprayed with this use of force option. All officers receive judgement development training and are assessed/debriefed on powers of arrest, threat perceptions, communications skills, tactics used, less than lethal force options, justification for force used, weapons discipline, reaction time and accuracy. All Recruits must meet standard in judgement training.

With respect to de-escalation training, quantifying a number of hours devoted to the training is very difficult. It does not simply consist of any one class, but it is interwoven into virtually every facet of training at OPC which consists of a combination of traditional lectures and scenario based training. Of eighteen (90 minute) lecture periods dedicated to academics on use of force, de-escalation strategies are discussed in fourteen of those, with four sessions dedicated to the topic. Each Recruit class also takes part in ten periods of practical scenarios. Each period is divided into two – forty-five minute long scenarios. There is also a night-scenario session, where officers participate in five different calls for service over a five hour period. Those Recruits who are not actively participating at the time are observing, and all are participating in debriefs of each scenario.

Post OPC

Upon their return to the Niagara Regional Police Service Training Unit, Recruits undergo a further three weeks Training prior to being sworn in as a Fourth Class Constable. Much of the time is dedicated to orientation to the workplace, with presentations by many units within the Service. With respect to the Regional Council Motion, during Post OPC Recruits participate in a full day diversity tour where the new Recruits visit a number of faith/culture sites in the area to highlight the diversity that we have here in Niagara. Recruits attend places of worship and meet community leaders of a variety of diverse backgrounds. Sites visited include the Native Centre, a Mosque, Hindu Samaj, Buddhist Temple, and Synagogue. The Service has received such positive feedback and many new invitations from communities of focus, that we are unable to fit all locations into a single day. The Service is committed to expanding the time committed to this offering.

Post OPC Recruits receive additional judgement training where the members are assessed on their ability to communicate and de-escalate in scenario based training situations including persons in crisis and domestic violence situations. As was the case at OPC, all Recruits are evaluated on their ability to effectively communicate and demonstrate proper judgement. During Post OPC Training every Recruit undergoes final qualification testing on firearms, Conducted Energy Weapon (CEW) and use of force from the Service's qualified Use of Force Trainers. The demonstration of proper judgement is a required element in order to meet standard.

In-Service Training (IST)

Officers are required to attend in-service training (IST) twice a year. This training consists of academic sessions, scenario based judgment training and practical training with issued equipment. Provincial Adequacy Standards and the Police Services Act mandate that Officers must demonstrate proficiency with all issued use of force equipment at least once

every twelve months. This training includes firearms, Conducted Energy Weapon (CEW, also known as Taser), impact weapons, oleoresin capicum spray (OC), and defensive tactics. All of the required training incorporates tactical communication, which is the most utilized tool for officers on a day-to-day basis.

De-escalation training is provided every time an Officer attends the Training Unit for in-service training (IST) and is interwoven into the training as officers are challenged with a variety of 'Judgment Scenarios'. These scenarios are developed by Training Unit Instructors who are themselves qualified use of force instructors, having been trained as such at the Ontario Police College. The training the instructors/facilitators receive is a 12-week course which addresses de-escalation techniques and the importance of good communication skills.

Previous scenarios have included Officers responding to calls at a religious institution, disputes involving same-sex partners and cultural differences with respect to verbal and non-verbal communication including paralanguage and body language.

The 'judgment scenarios' our facilitators create or provide to our members are based on real life situations which our officers have experienced in our community, as well as situations that have been experienced in other jurisdictions which would benefit our members.

Scenarios cover a variety of crisis situations our members could expect to encounter in the community. They are developed to put officers in situations where they are required to assess the totality of the situation, using all of the information presented. These situations include:

- Mental health crisis
- Drug addiction / overdose
- Domestic / Family Violence
- Medical crisis
- Suicidal crisis
- Criminal activity

Officers are trained to use the Use of Force Model which utilizes communication as the basis of all interactions. Officers are trained to identify differences in the above situations and work to de-escalate the situation they are presented. The training includes scenarios where officers have time to assess and react, as well as dynamic situations that require split-second decision-making skills.

Officers are required to perform a minimum of 1.5 hours of demonstrating proper decision-making skills in stressful conditions. This training is legislated in the Police Services Act (Adequacy Standard AI-012). The NRPS is in compliance of this requirement.

Our Officers receive training in a variety of formats. Over the past several years officers have received training in Mental Health First Aid from the Service's Occupational Health

Nurse, The Road to Mental Readiness Officer/Supervisor, Mental Health Training provided by a mental health worker with the Canadian Mental Health Association.

Through the Niagara Regional Police Video Unit and the Ontario Police Video Training Alliance officers have received training in the form of video and eLearning on the following topics:

- #158 Fentanyl Revisited (Addiction)
- #152 Fentanyl: Killing More Than Pain (Addiction)
- #149 Police Suicide: Shining A Light (Mental Health)
- #138 Every Step Counts (Alzheimer's – Mental Health)
- #117 Psychosis (Mental Health)
- #110 Prescription Drug Enforcement (Addiction)
- #102 Excited Delirium (Persons in Crisis)
- #90 Suicide Intervention (Persons in Crisis)

Further, through the Canadian Police Knowledge Network, our Officers have access to a variety of additional training materials that are available for viewing. Additional titles include:

- Crisis Intervention and De-escalation;
- Hate Crime Awareness;
- Hate and Bias Crime Investigation;
- Racially Biased Policing;

Over the years, Crisis Intervention Training has become a staple for our uniform Officers. This one-week training course is offered through the Canadian Mental Health Association and focuses on recognizing signs and symptoms of various mental health diagnoses. Participants are required to de-escalate complex crisis situations, determine risk to self and others and develop safety plans. The Service currently has 350 sworn members with this training.

This course has been offered twice per year in conjunction with funding and availability of CMHA and the Training Unit. This is seen as a highly beneficial course for our Officers, and efforts are underway to schedule additional sessions, with a goal of increasing to four offerings per year. The 2016-2018 Business plan set an objective of achieving completion rate thresholds of 60% Front Line and 100% in the Emergency Task Unit. The Threshold for the Emergency Task Unit was met, and as new officers cycle into the unit and complete their mandatory Containment/Tactical/Hostage Rescue Training they are enrolled in CIT. The front line of policing is much more fluid, seeing frequent turn over between specialty units and the introduction of new Recruits. The Service typically hovers just below the 60% objective. With increased offerings for the course, Officers will be diverted from their front-line duties in order to participate in this training.

Future Training

In 2017, the Provincial Government announced a comprehensive review and amendment to the Police Services Act. While the Safer Ontario Act was introduced, the regulations under the act had yet to be created. During this period, the Province undertook a massive study of Police Use of Force and De-escalation. The regulations were/are expected to provide new training standards for Police Services.

In early 2019 the Service conducted a review of the current IST model and developed a block training model that would better serve our training needs, allowing for long term scheduling and cycling of courses. The model has the potential to address expanded academic programming for our officers above and beyond the current IST curriculum. While this is the future direction planned for Service training, it has not yet been introduced as the Service continues to wait for new regulations under the Comprehensive Ontario Police Services Act. Once guidance is received with respect to the type and duration of mandated police training including Use of Force and De-escalation, the Service will be able to move ahead with its block training strategy.

During the fall of 2019, the Service was working to develop its new Diversity, Equity and Inclusion (DEI) Strategic Plan. The plan was introduced to the membership and the community in June of 2020. The first goal identified in the plan was "Promote a culture of inclusivity within the Service." A number of very important Strategic objectives were identified. Amongst those were the formation of an internal committee of members who will oversee the implementation of the DEI Strategic Plan, and to provide members with resources and training.

By mid-2020, the Internal Inclusion Committee had been formed and commenced regular meetings. Sub committees have been formed to address Training, Recruiting, Internal Support Networks, General Orders and the collection of race data within the Service. The committee has already met with one of three planned Diversity, Equity and Inclusion trainers, to evaluate a best fit for the Service in providing an initial training offering to the entire membership. Subsequent sessions dedicated to Diversity, Equity and Inclusion, including expansion on topics of bias-free Policing and Anti-Racism will receive allocation in future block training to ensure frequent and consistent messaging.

Complaints

b. That a report outlining the public complaint process be brought forward for information with any recommendations as to provide ease of access to any methods of submitting complaints including but not limited to a communications campaign that makes this process better understood;

The following pages are offered in response to the points of the Regional Council motion:

The Public complaint process does not fall within the purview of the Niagara Regional Police Service. Section 26.1 of the Police Services Act creates the Office of the

Independent Police Review Director (OIPRD). This position is appointed by the Lieutenant Governor in Council on the recommendation of the Attorney General. The Director shall not be a Police Officer or a former Police Officer, and any employee shall not be a Police Officer.

As stated in Section 26.2 PSA; "The functions of the OIPRD are to manage complaints made to him or her by members of the public in accordance with Part V and the regulations; and to exercise such powers and perform such duties of the Independent Police Review Director as may be prescribed under paragraph 4.1 of subsection 135 (1)."

In order to make a complaint to the OIPRD, the complainant must use the prescribed form. It is available in hard copy in all districts; it is available online at the OIPRD website and in a printable PDF. The Service, through its Professional Standards webpage provides information regarding the complaint process and links to both the OIPRD information and complaint pages, as well as to the Special Investigations Unit.

The Niagara Regional Police Service has appointed the Inspector in charge of Professional Standards as designated liaison with the OIPRD in accordance with the Act.

Employees of the OIPRD are granted the powers under chapter 33 of the Public Inquiries Act 2009. Further they are given rights to search any Police facility including Police vehicles at any reasonable time upon notice to the Chief. Employees of the OIPRD may also enter and search other locations upon application to a Justice of the Peace or Judge. Members of a Police Service are obliged under the Act to provide the investigator with all reasonable assistance and to produce "a record, thing, data or information" as directed by the investigator.

In creating the Office of the Independent Police Review Director, the Province granted broad powers to this truly independent body to oversee and investigate public complaints under part V of the Police Service Act. Under this part any member of the public may make a complaint to the OIPRD regarding:

- The policies of the Service;
- The Services provided by the Police Service; or
- The conduct of a police officer, including a Police Chief, Deputy or Commissioner of the OPP.

Certain caveats exist for person who cannot make a complaint to the OIPRD; these include members of a Police Service, Board, commission and certain government officials.

The OIPRD reviews each complaint and determines in which of the above categories the complaint fits.

The OIPRD may choose not to retain a complaint in circumstances where the complaint came more than six months after the events which led to the complaint. The Director may

also decide not to investigate a complaint that is deemed to be frivolous or vexatious, is not in the public interest or if the complaint is better dealt with under another Act. These factors are all considered by the OIPRD in the complaint screening process. If the complaint is screened out, it is closed by the OIPRD.

For those complaints that are screened in, the complaint may be retained for investigation by an OIPRD investigator, or it may be assigned to a Police Service for investigation. The assigned Police Service may be the same Service as the Officer who is subject of a complaint, or it may be assigned for investigation by an outside Police Service.

For less serious complaints, a mediated informal resolution may be achieved. In those circumstances a resolution is arrived at and agreed upon by the complainant and the officer. If a resolution cannot be arrived at, the matter will proceed for investigation.

For all investigations under Part V of the Police Services Act there are three possible outcomes. The allegation is unsubstantiated; it is substantiated and determined to be serious in nature; or, it is substantiated and determined to be less serious in nature.

Where the OIPRD has reached one of these conclusions on an investigation for which they retained, the finding is sent to the Chief of Police. Unsubstantiated allegations are closed; substantiated serious misconduct is directed through the Chief to a disciplinary hearing, while less serious, substantiated matters are referred through the Chief of Police for an informal resolution or penalty.

When a complaint is referred to a Police Service for investigation, a similar process is employed, but with additional review. The investigative report completed by the Police investigator is returned to the OIPRD for review. In cases where the complaint is unsubstantiated or referred as a less serious matter for resolution, the complainant is advised and afforded the right to appeal to the Director. In all cases the Director must confirm a decision prior to any disposition being reached. Following confirmation of the decision and barring any appeal by the complainant, the matter is resolved in the same three outcomes as mentioned above.

The Niagara Regional Police Service has seen cases where the OIPRD has not agreed with the Service's investigative outcome and ordered a hearing. The Service has also seen cases where a complainant has appealed an investigative report and the Director has ordered a hearing. This is a very fulsome complaint process with a high degree of independent oversight. The rules of procedure established by the OIPRD afford the greatest opportunity for members of the public to register an official complaint about the conduct of a police officer, the services provided by the Police Service or the policies of the Police Service.

Local Complaints

Regulation 263/09 under the Police Service Act sets out rules governing Local Public Complaints. Similar to a Part V complaint, a local complaint may be made in respect of the conduct of a police officer, the Services provided by a Police Service, or the policies of a Police Service. A local complaint will be received on a form approved by the OIPRD.

Local complaints are intended to be dealt with within a thirty day time period, but a further thirty day extension may be requested from the OIPRD. Local Complaints cannot be initiated if a Part V complaint (under the OIPRD) has also been made. Similarly, a Part V complaint to the OIPRD cannot generally be made once a Local complaint has been filed, with exceptions. Those exceptions include:

- (a) the local complaint is in respect of a matter that cannot be dealt with under the Regulation;
- (b) the complainant is at any time during any process misled or subjected to intimidation or coercion in relation to the local complaint;
- (c) the chief of police or his or her delegate does not carry out one or more of his or her duties under subsection 2 (3) of the Regulation;
- (d) the chief of police or any other member or employee of a police force does not perform a duty or obligation required by or agreed to under section 4; or
- (e) the local complaint is not resolved, or its resolution is not confirmed under section 5, within 30 days after the complainant makes the complaint.

Prior to receiving a local complaint, the complainant must be advised that they may make a complaint under Part V, that the Service may not be able to receive the complaint as a local complaint due to its nature, and request the complainant make a complaint under Part V. The Service shall also provide the complainant with publications or information regarding Part V complaints.

The regulation prohibits Police Services from receiving local public complaints if the conduct which is subject of the complaint would constitute misconduct under Section 80(1) of the PSA with the following exceptions:

- Circumstances where an officer deals with personal property, other than money or a firearm, in a manner that is not consistent with the Act.
- Discreditable Conduct, in that he or she,
 - fails to treat or protect a person equally without discrimination with respect to police services because of that person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same-sex partnership status, family status or handicap.
 - uses profane, abusive or insulting language to any other member of a police force,
 - uses profane, abusive or insulting language or is otherwise uncivil to a member of the public,
 - contravenes any provision of the Act or the regulations, or

- acts in a disorderly manner or in a manner prejudicial to discipline or likely to bring discredit upon the reputation of the police force;
- Neglect of Duty, in that he or she,
 - without lawful excuse, neglects or omits promptly and diligently to perform a duty as a member of the police force,
 - fails to work in accordance with orders, or leaves an area, detachment, detail or other place of duty, without due permission or sufficient cause,
 - fails to report a matter that it is his or her duty to report,
 - omits to make any necessary entry in a record,
- A Police Officer does not commit misconduct under sub clause (1) (f) (iii) if he or she engages in the described activity in his or her capacity as an authorized representative of an association, as defined in section 2 of the Act, or of a work-related professional organization.

The Police Service shall also not receive a local complaint in respect of Conduct of the Chief of Police or Deputy Chief.

Despite the above, if the Chief of Police is of the opinion that it is in the public interest for the matter to be dealt with as a Part V complaint, the local complaint will be refused and the complainant will be requested to make a formal complaint under Part V. If the complainant refuses to make such a complaint, the Chief shall make an internal complaint respecting the matter under section 76(1) of the PSA.

A local complaint may be dealt with in a number of ways. If the local complaint is directed at the conduct of an Officer, the matter may be discussed with the Officer, and the Complainant advised of result; a discussion may be facilitated between the Complainant and the Officer to reach a resolution; and apology may be facilitated by the Officer to the Complainant, or with the consent of the officer, complainant and the OIPRD the matter may be referred to an alternative dispute resolution process.

If the local complaint is regarding a Policy of the Service, or Services provided by the Police Service, the Chief shall notify the Board. If the complaint is received regarding another Police Service, the Chief of that Service will be notified of the complaint and the Complainant will be provided with the results of the notification. If the complaint is received through a delegate the Chief may be apprised of the complaint by the delegate and inform the Complainant of the results of such notification.

All local complaints are provided to the OIPRD no later than seven days after the complaint is completed and signed. If a local complaint is refused and an internal complaint is undertaken, the Service must notify the OIPRD within five days. The Chief is required to provide the OIPRD any information requested respecting a local complaint.

If a Complainant refuses to complete or sign a local complaint, the matter will not be deemed to be a local complaint and will be recorded as a local inquiry. All such inquiries are reported to the OIPRD quarterly.

The complaint process as summarized above is quite robust, with checks at all levels to ensure public complaints are not dismissed out of hand. The OIPRD are the statutory agency that oversees Police Complaints within the Province. Even local complaints are received in a format prescribed by the OIPRD, and are sent to OIPRD.

Communication

The Police complaints process as set out in the Police Services Act and related regulations is both specific and directive in the method and manner in which complaints against Police Services and Officers are received, managed and investigated.

The Office of the Independent Police Review Director is the Provincial oversight agency responsible for receiving, screening, assigning investigations and reviewing recommendations with respect to Public Complaints. The OIPRD is apprised of every complaint received by the Service, including those which are deemed to be a local complaint, and incomplete complaints, or those which are not signed.

The Service posts signage in every district building, and maintains links to the OIPRD on our external website to assist persons in accessing the complaint process should they wish. Each district maintains a stock of the official complaint forms as provided by OIPRD, and similarly the links to those forms on the OIPRD website are included on the Service's external website.

The OIPRD, as the agency responsible for Public Complaints against Police have a fulsome website that summarizes the complaint process, and offers a variety of methods in which a member of the public can complete a complaint form, including accessibility options as directed by the AODA.

Race-based Crime Data

c. That seeing that Statistics Canada just announced it will start collecting race-based crime data, that the Chief also work to bring back a report with metrics and/or data over the last five (5) years (or appropriate time horizon) on various crime statistics including but not limited to anything that further provides information on/or a picture of police interactions with racialized communities;

The following pages are offered in response to the points of the Regional Council motion:

The collection and public release of race-based criminal justice statistics has been a topic of much discussion for a number of decades. For many years various equity seeking groups advocated against the collection of race data out of concern that the data would be used to create or justify discriminatory policies. More recently, an increasing call has been heard from equity seeking groups who are asking for the collection and release of race-relevant crime statistics to support the position that racialized groups are, and have been, over-represented in the criminal justice system.

At present, Police Services are impacted by a number of sources requesting, advising and/or directing the collection of race data. Those sources include but are not limited to The Anti-Racism Act 2017; The Ontario Human Rights Commission, Statistics Canada, The Royal Canadian Mounted Police. While all call for the collection of race data, they do not provide a unified set of standards under which Police agencies across the Province can work.

Anti-Racism Act 2017

The Province of Ontario enacted the Anti-Racism Act 2017 which was premised on the following beliefs:

Everyone deserves to be treated with fairness, respect and dignity, and the Government of Ontario is committed to eliminating systemic racism and advancing racial equity.

Systemic racism is a persistent reality in Ontario, preventing many from fully participating in society and denying them equal rights, freedoms, respect and dignity.

Systemic racism is often caused by policies, practices and procedures that appear neutral but have the effect of disadvantaging racialized groups. It can be perpetuated by a failure to identify and monitor racial disparities and inequities and to take remedial action.

Systemic racism is experienced in different ways by different racialized groups. For example, anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia reflect histories of systemic exclusion, displacement and marginalization.

Eliminating systemic racism and advancing racial equity supports the social, economic and cultural development of society as a whole, and everyone benefits when individuals and communities are no longer marginalized.
(ANTI-RACISM ACT, 2017, S.O. 2017, C. 15)

The act directs the Government of Ontario to "maintain an anti-racism strategy that aims to eliminate systemic racism and advance racial equity. (2017, c. 15, s. 1 (1), 16; 2018, c. 17, Sched. 45, s. 2.) As part of that strategy the Minister established "data standards for the collection, use and management of information." Further, the Lieutenant Governor in Council may make regulations requiring public sector organizations to collect specified information, including personal information, in relation to specified programs, services and functions." (2017, c. 15, s. 1 (1), 16; 2018, c. 17, Sched. 45, s. 6.)

The Niagara Regional Police Service currently reports Use of Force Data as prescribed in Regulation 267/18 under the Anti-Racism Act 2017. Data collection and reporting to

the Ministry of the Solicitor General has been taking place since January 1, 2020 as prescribed with respect to:

the race of individuals as perceived by members of the police forces in respect of whom a use of force report is prepared by a member of the police force and any other information set out in the report, other than the name of the individual, that the police force is legally required to provide to the ministry. (O. Reg. 267/18, s. 2, Table; O. Reg. 33/20, s. 2 (1-3, 5, 6, 8); O. Reg. 113/20, s. 1 (1, 3-8).)

As of January 1, 2021 the Service will be required to report;

the Indigenous identity, race, religion and ethnic origin of individuals, but not the names of the individuals, in respect of whom a member of a police force is legally required to prepare a report, if the police force is legally required to provide that information to the ministry.

In consultation with the Ministry of the Solicitor General, there are no additional reporting requirements to the Ministry for Police at this time.

The data standards referenced in section 6 of the Anti-Racism Act 2017 are set out in Order in Council 897/2018, entitled; Data Standards for the Identification and Monitoring of Systemic Racism. Within the Standards a data sets of valid values for race categories.

Table 1 under Standard 15 is designated for use when individuals are self-reporting, as in surveys, interviews and forms.

Race categories*	Description/examples
Black	African, Afro-Caribbean, African-Canadian descent
East/Southeast Asian (Optional**: may collect as two separate categories - East Asian and Southeast Asian)	Chinese, Korean, Japanese, Taiwanese descent; Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent
Indigenous*** (First Nations, Métis, Inuk/Inuit)	First Nations, Métis, Inuit descent
Latino	Latin American, Hispanic descent
Middle Eastern	Arab, Persian, West Asian descent, e.g. Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish, etc.
South Asian	South Asian descent, e.g. East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean, etc.
White	European descent
Another race category	Another race category (Optional: allow write-in response)

Race categories*	Description/examples
Prefer not to answer (Optional value)	Permitted only in oral interview processes to record that the question was asked and the respondent chose not to answer.

Standard 40 however, identifies the race categories to be used when the data is being gathered as participant observer information. Below is a list of race data values from which Police must select when completing the Ministry of the Solicitor General Use of Force Report as required under Ontario Regulation 926.

Black
East/Southeast Asian
Indigenous (First Nations, Métis, Inuit)
Latino
Middle Eastern
South Asian
White

The race categories match those under standard 15 but do not allow for another race category or the preference not to answer. As this is participant observer information, the data being produced is not a true representation of an individual's race, but an estimate based on the perception of the involved Officer.

It also should be noted, that although not mandated by regulation, one of the recommendations in its report, "Breaking the Golden Rule – A Review of Police Strip Searches in Ontario", the OIPRD has called for Police Services across the Province to gather race based data on those persons who have been the subject of a strip search.

43. Every police service in Ontario should ensure that they collect race-related information pertaining to strip searches. Their procedures should address how that information should be collected and recorded. Race categories and how such information is collected should be uniform across the province, and informed by best practices identified by the Anti-Racism Directorate, in consultation with the Ministry of Community Safety and Correctional Services. (Breaking the Golden Rule – A Review of Police Strip Searches in Ontario, p.24)

In response to the recommendations of the OIPRD the Service amended its strip search text template within the RMS to include the race data values provided in the Anti-Racism Data Standards.

The Ontario Human Rights Commission

In its Policy and guidelines on racism and racial discrimination, the Ontario Human Rights Commission advised that the Human Rights Code supports "appropriate data

collection...for effectively monitoring discrimination, identifying and removing systemic barriers, ameliorating historical disadvantages and promoting substantive equality."

It is the OHRC's position that data collection and analysis should be undertaken where an organization or institution has or ought to have reason to believe that discrimination, systemic barriers or the perpetuation of historical disadvantage may potentially exist. In addition, whether or not data collection has taken place, an organization or institution must be conscious of issues of representation and cannot choose to remain unaware of disparities that exist. (Ontario Human Rights Commission - Policy and guidelines on racism and racial discrimination; Page 32)

Whether an organization or institution has or ought to have reason to believe data collection is necessary will be assessed on a subjective and objective basis. First, the organization or institution's actual knowledge of a problem will be considered. Second, from the point of view of a reasonable third party, whether the organization or institution should have been aware of a problem necessitating data collection will be considered. The concept of the reasonable third party will take into consideration both the perspective of the organization or institution and racialized communities. (Ontario Human Rights Commission - Policy and guidelines on racism and racial discrimination; Page 43)

Although this policy paper supports the collection of data for appropriate use, the Commission does not offer guidance on specific terminology to be used in gathering race data. The Commission acknowledges that "terminology is fluid and what is considered most appropriate will evolve over time." (Ontario Human Rights Commission - Policy and guidelines on racism and racial discrimination; Page 12)

In cases where it is necessary to gather race data, the policy paper recommends terminology used by Statistics Canada for its Household Survey as it allows for comparison to the general population. The recommendation is to avoid the use of broad terms in favour of the more specific. The example cited is 'Chinese Canadian' as opposed to 'Asian'.

Statistic Canada

Every Police Service provides Crime Statistics to Statistics Canada through the Uniform Crime Reporting Survey (UCR). The table values for the majority of data fields within the Service's Records Management System are prescribed by UCR, and two positions within the Service are dedicated to UCR reporting to Stats Canada. Unfortunately, the table values related to Race within the RMS are not prescribed in uniform crime reporting, and Police Services across the province have each developed data sets independent of each other. The UCR Survey does not currently collect race data for victims of crime or accused persons.

In 2016 Ontario Regulation 58/16; Collection of Identifying Information in Certain Circumstances was passed in response to public outcry over the issue of "carding". The

legislation which came into effect on January 1, 2017 prescribed annual reporting of officers' attempts to collect identifying information from an individual. Within this legislation the Province called for Chiefs of Police to establish racialized groups for reporting in comparison to the National Household Survey. In the case of this Provincial Legislation Police were to report on a different set of race categories than those set out in the Anti-Racism Act.

For the purposes of Regulation 58/16 Police Services report annually on the race categories identified in the 2016 National Household Survey:

- White
- South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)
- Chinese
- Black
- Filipino
- Latin American
- Arab
- Southeast Asian (e.g., Vietnamese, Cambodian, Laotian, Thai, etc.)
- West Asian (e.g., Iranian, Afghan, etc.)
- Korean
- Japanese

These eleven race categories differ from the seven listed in the Anti-Racism Act 2017. Most notably Filipino, Chinese, Japanese and Korean have been broken into their own categories.

Given the two provincial regulations cited above each call for the collection of race data utilizing different sources, it should not be unexpected that a standard for Police Services to rely upon for the collection of race data does not exist.

Royal Canadian Mounted Police

The Royal Canadian Mounted Police (RCMP) is responsible for the administration of the Canadian Police Information Centre (CPIC). In its simplest terms CPIC is the Canadian national crime database. Police Services across the country continuously enter and remove data regarding charged persons and individuals on probation or parole. The system is a communication network which allows Police Services to communicate with one another in a secure fashion. The policies and procedures surrounding CPIC are extensive, filling entire reference manuals. Within this extensive database no specific dataset exists for race data. Open text fields are filled in by the submitting agency where race data is required.

Niagara Regional Police Records Management System

In 2005 The Niagara Regional Police Service began implementation of a new Records Management System (RMS) referred to as Versadex. Versadex is a massive database

which stores electronic records in the form of Police reports, Crown briefs, Police intelligence, street checks, person and vehicle data, as well as property. Behind the scenes within this RMS are arrays of data tables which are used to populate drop down menus and ensure consistency in reporting. Many of the table values are provided through the UCR Survey to ensure consistency across all Police Services. As stated previously, race data is not one of the tables within the UCR Survey. Each Police Service populates its own values within their own Records Management System. Although there are a number of similarities between Services, there is not consistency in the race data being gathered. An informal survey conducted across ten Police Services of varying size in the Province revealed discrepancies across all agencies.

The data values used by the Niagara Regional Police are ill-defined and outdated. The table values have not been reviewed or changed since the implementation of Versadex and it is unclear if the data represents the Officers' perceptions of the individual or if a response has been solicited from the individual. In order to maintain compliance with Ontario Regulation 58/16 a special text template was developed for reporting of Collection of Identifying Information in Certain Circumstances. With respect to the Ministry of the Solicitor General Use of Force Report, this is a standalone document that is not part of Versadex. In essence, the Service has three different data sets it relies upon depending on the governance at play at time of reporting.

The table values for race data are identified as Ethnic Background with in the Versadex RMS. It is recognized that the two terms are different but related constructs, none the less, the table values for Ethnic Background are as follows:

- Asian
- Black
- East Indian
- Filipino
- First Nations
- Hispanic
- Metis
- Native
- Non-White
- Oriental
- Other
- South Asian
- Unknown
- White

Further, although the Ethnic Background field is filled out in the vast number of incidents, it is not a required field, unless the person entity has the role of accused. Therefore the field has been left unfilled in more than 47,000 entities in the past five years.

Looking at a breakdown of the Ethnic Background Field from 2016 through to October 31, 2020:

- 732,346 Person entities exist in 288,362 reports

Percentage of Total		Total person entities	Asian	Black	East Indian	Filipino	First Nations	Hispanic	Metis	Native	Non-white	Oriental	Other	South Asian	Unknown	White	Blank
	Total GOs																
2016	56050	100.00%	1.24%	3.26%	2.25%	0.18%	0.80%	0.91%	0.06%	0.70%	0.78%	0.13%	0.35%	0.12%	1.38%	82.77%	5.06%
2017	59277	100.00%	1.26%	3.70%	2.31%	0.17%	0.75%	0.99%	0.04%	0.64%	0.86%	0.17%	0.38%	0.20%	1.29%	81.22%	6.02%
2018	61655	100.00%	1.19%	3.42%	2.48%	0.21%	0.67%	0.88%	0.04%	0.78%	0.88%	0.08%	0.40%	0.16%	1.39%	80.81%	6.61%
2019	62901	100.00%	1.24%	3.50%	2.78%	0.24%	0.67%	1.01%	0.02%	0.68%	0.89%	0.09%	0.36%	0.17%	1.44%	79.30%	7.61%
2020 to Oct 31	48479	100.00%	1.16%	3.82%	2.97%	0.23%	0.61%	1.02%	0.05%	0.70%	0.94%	0.09%	0.32%	0.22%	1.57%	79.31%	6.97%
Total	288362	100.00%	1.22%	3.53%	2.54%	0.20%	0.70%	0.96%	0.04%	0.70%	0.87%	0.11%	0.37%	0.17%	1.41%	80.73%	6.44%

This table represents all Person entities created in all reports within the designated timeframe.

Given the lack of standardized data collection between the various levels of government, the inconsistency in requested data reporting between two provincial regulations, the inconsistency between Police Services and the outmoded, ill-defined table values for this Police Service, a new direction is needed. The Canadian Association of Chiefs of Police (CACP) has identified the existing shortcomings and have partnered with Statistics Canada to work together with key stakeholders to identify and provide reliable Police Statistics. Quoting from the CACP Brief on Race-based Data Collection, published on July 14, 2020, "...we are committed to working together and with key stakeholders to identify ways to provide reliable police statistics on Indigenous and ethnic identity in an objective, consistent, and culturally-sensitive manner that reflects no bias or racism."

Within the Anti-Racism Data Standards Order in Council are a series of requirements for Public Sector Organizations to collect and analyze race data against suitable benchmarks to establish a disproportionality index whereby any potential over-representation of an identified race can be measured. Based on the data that has been collected to date within the RMS, the Service is not positioned to comply with this requirement at this time.

It is proposed that the Niagara Regional Police Service follow the lead of the Canadian Association of Chiefs of Police and Statistics Canada, to develop the metrics and analysis for the reporting of race-based data. It is further proposed that the Service encourage the CACP and Statistics Canada to adopt the race categories within the Anti-Racism Act for the purpose of UCR reporting.

Calls For Service Data Entry

- d. That information on data entry, including how calls for service are entered into the record management system be examined with any recommendations for further expansion of data entry to identify interactions with anyone from the Black, Indigenous, ethno-cultural or people of colour community to further transparency;***

The following pages are offered in response to the points of the Regional Council motion:

The computer software system used to warehouse data for the Niagara Regional Police Service is essentially divided into two separate databases, the Computer Aided Dispatch System (CAD) and the Records Management System (RMS). The CAD system is used primarily as a call taking and dispatch tool, whereas the RMS is the warehouse that holds all police reports. A call for service lives in CAD until it has been assigned to an Officer for investigation. Once the Officer completes a call for service the information is pushed over to the RMS, where it is married up with the variety of reports that may be required during the course of an investigation. Records within the RMS attached to the investigation include the identification of entities. Grammatically speaking, Entities are the Nouns, and the Reports are the Verbs. Where a noun represents a person, place or thing, an Entity is a person, business or vehicle. The narrative report represents the actions taken by the entities and the investigative actions taken by the Officers.

The call process begins with the entry of a new call for service. Calls for service are processed using the Police Priority Dispatch System, a structured call-taking system which follows the International Academy of Emergency Police Dispatch performance standards. The information gathered by call-takers is incident specific, and not emotionally biased. This allows incidents to be correctly prioritized based on accurate information, as provided by the caller. Once the call-taker is presented with information from the caller about the incident, they choose the proper protocol to follow, allowing them to collect the appropriate information for that specific incident.

Once the protocol has been selected, the call-taker will ask a series of key questions in order to gather information to be given to the responding officers. Key questions include, but are not limited to, asking about the presence of weapons, vehicle description, location of the suspect(s), and description of the suspect(s). Once the information from key questions has been obtained, the caller is given Post-Dispatch Instructions, Pre-Arrival Instructions in the event of life threatening situations, followed by a Case Exit Protocol. The Case Exit Protocol provides standardized call termination instructions for all calls for service.

The only point during which a person's race or ethnicity is gathered during the call-taking process is during the recording of key questions. If the nature of the call necessitates obtaining a suspect description, the call-taker will attempt to elicit as full a description as possible, including the race or ethnicity of a suspect.

Once entered into CAD, the call for service is prioritized based upon information relayed by the caller. Calls are prioritized in the following manner:

- Emergencies/Risk to Human Life
- Serious Crime/Incident in Progress
- Serious Crime/Incident – Just Occurred
- Belated Serious Crime/Incident

- Routine Calls for Service

When a call for service is dispatched to an Officer for response, the Officer will first attempt to stabilize a situation if required, and then enter into information gathering for the purpose of conducting an investigation. In circumstances where a report is required, Officers will make report entries into the Records Management System. The nature of the report will depend on the scope and complexity of the investigation; however, at minimum a report requires at least one entity and a text narrative. In creating a Person type entity, the Officer will have the opportunity to enter race data for an individual. Any interaction an individual has with an Officer that calls for a report, such as information reports, arrest reports, provincial offence notices, summonses or warnings will require an Officer to create or confirm an existing entity within the RMS.

When creating an entity, a number of descriptor fields are available to an Officer. A large number of the fields, although available, are not required. Race data is not a required field in all circumstances, only when an individual is listed with the role of accused. For this reason, although largely populated, the race field (Ethnic Background) has been left blank between five and seven percent of the time. As the Service has not been reporting statistically on race data, there has never been a need to ensure the data is collected routinely, nor has there been strict guidance on whether the source of the data should originate from self-disclosure or officer perception.

Given the data collection and analysis requirements under the Anti-Racism Data Standard it is recommended that the Service adjust race data to follow those set out in the Standard. Further, the 'Ethnic Background' field will be updated to 'Race'. This new Race field should become mandatory in every instance. Subject to any technical issues this recommendation may pose to the Information Technology Team, the Service should endeavour to make this transition prior to January 1, 2021 to allow for consistent data collection throughout the entire year.

Community Satisfaction Survey

- e. That an independent, third party survey be undertaken to gain a better understanding and receive feedback on interactions between the Niagara Regional Police Service and Niagara residents;***

The following is offered in response to the points of the Regional Council motion:
At least once every three years every Police Services Board is required to prepare a business plan as prescribed in Ontario Regulation 3/99 under the Police Services Act. Section 30(2) of the Regulation further specifies what shall be incorporated within the Business Plan.

- 30. (2) The Business Plan shall address,
 - (b) quantitative and qualitative performance objectives and indicators relating to,
 - (ii) community satisfaction with Police Services,

The last Community Satisfaction Survey was conducted in conjunction with the creation of the 2019-2021 Strategic Plan. The report was prepared for the Board by Dr. Irwin M. Cohen and Dr. Amanda V. McCormick of the University of the Fraser Valley Centre for Public Safety and Criminal Justice Research. Citing from the introduction to the report;

This report describes the results of a public safety and police satisfaction survey conducted by the Centre for Public Safety and Criminal Justice Research for the Niagara Regional Police Service District. The survey aimed to determine the general public's awareness of residents' real and perceived levels of safety, contacts with the police, public safety concerns, and views about the Niagara Regional Police Service's officers and service delivery. The survey also provided an opportunity for respondents to make suggestions to improve the quality of public safety services in the Niagara Region and the relationship between the public and the police.

In 2021 work will commence on the preparation of the 2022-2024 Strategic Plan. At that time another Community Satisfaction Survey will be commissioned. It seems only logical that given the events of 2020 the Board may wish to consider expanding the scope of the Community Satisfaction Survey to include community perceptions with respect to systemic racism, bias, and relations with members of diverse communities.

Additionally, through the Service's 2020-2022 Diversity, Equity and Inclusion Strategic Plan, an Internal Inclusion Council (IIC) was formed. One of the endeavors undertaken by the IIC is to arrange for internal survey of members in an attempt to elicit feedback with respect to their sense of equity and inclusion within the Service. This will assist in the identification of internal barriers to members of equity seeking groups, including career mobility; and to facilitate internal dialogue to better inform policy development and revision.

Community Engagement

- f. That the Chief of Police examine opportunities to work with TOES Niagara, Niagara Multicultural Centre, YWCA, Welland Heritage Council and Multicultural Centre and any other group working with newcomers and recently arrived immigrants***

The following is offered in response to the points of the Regional Council motion:

For the past several years, the Niagara Regional Police Service has sought opportunities to work with members of the diverse community we serve. We have specifically looked for strategies that create positive relationships with community organizations representing equity seeking groups, including those that work with newcomers and recently arrived immigrants.

In December 2018, after significant effort to build relations, the Chief of Police – Community Inclusion Council (CoP-CIC) was formed. This Council is made up of 20

organizations representing diverse communities. Objectives of the CoP-CIC include creating ties between equity seeking groups and the Service, and providing those communities a direct conduit for dialogue with senior leaders of the Service. It has evolved over the past two years to be a table that has opened dialogue and understanding between the community and the Service.

Apart from facilitating dialogue that strengthens relations between the Service and community, the CoP-CIC plays an important role in advising the Service on initiatives that help further representation of diverse communities within our workforce. The CoP-CIC will also work with our Internal Inclusion Committee to further advance those objectives of increasing representation internally.

Below are some further specific examples of opportunities the Service has engaged in to further our relationships with the organizations listed in the motion:

TOES Niagara:

Nyarayi Kapisavanhu (Executive Director of TOES Niagara) is the current co-chair of the Chief of Police – Community Inclusion Council. We have worked with TOES to develop a Mentoring Program where a number of our Black officers have volunteered to become involved in a mentoring / basketball program with Black Youth. Our Recruiting Unit has connected through TOES to have Virtual Recruiting sessions for the Black community (two so far, with more planned). Our School Resource Officers have partnered with TOES to host virtual online safety sessions for Black youth. As a Service, we have also regularly supported the annual ABEAN Gala (Advocating for Black Excellence Awards Niagara) – a black tie dinner and Scholarship fundraiser that highlights local Black talent.

YMCA:

Deanne D'Elia, Director of Employment and Immigrant Services for the YMCA of Niagara, is an active member of the CoP-CIC. Through her, the Service invited an immigrant youth to our Take Our Kids to Work Day in 2019 (normally only open to the children of NRPS members). The offer was made to a youth who might not otherwise be able to attend work with a parent (and therefore be left behind at school). This was very well received, and there are plans to expand the numbers of youth invited once COVID-19 pandemic restrictions allow the program to run again.

Folk Arts:

Emily Kovacs, Executive Director of Folk Arts, is an active member of the CoP-CIC. Folk Arts was also able to select a youth to attend our Take Our Kids to Work Day, with equal success. Through Emily, the Service has engaged in such events as safety classes and a basketball game between Police and the community in which Chief MacCulloch participated.

Welland Heritage Council and Multicultural Centre:

Jorge Mora, ESL Coordinator and Settlement Counsellor, is an active member of the CoP-CIC. They were invited to send a youth to our Take Our Kids to Work Day, but were unable to do so for 2019. We look forward to having them join us at the next opportunity.

It is noteworthy that these are only four of the many community organizations that the Service partners with on an on-going basis. The CoP-CIC has representation from a number of equity seeking groups, as well as four of our local indigenous organizations (Fort Erie Native Friendship Centre, Niagara Regional Native Centre, Metis Nation, and Niagara Chapter of Native Women), several faiths (e.g., Muslim, Jewish, Hindu), the LGBTQ+ community as well as persons with disabilities.

Through collaboration with the CoP-CIC, the Service has been able to provide valuable information to diverse communities. For example, the Niagara Regional Police Video Unit created a series of videos in various languages to introduce newcomers to police in Canada. The videos cover information such as Charter rights, and also emphasize the importance of reporting hate crimes.

The following link, <https://www.youtube.com/watch?v=Y9jwnvnnVu8&t=307s> can be followed for the English version, while https://www.youtube.com/watch?v=nGVDn5-R_1w&t=100s is for Arabic with English subtitles.

The Service disseminated these links to the CoP-CIC to use, especially with newcomers. As additional videos are translated, we will be providing those links also. This is a simple, yet effective way of consistently reaching many people. In return, the CoP-CIC members share their community events and requests, for fan out – creating a web that strengthens relationships all around.

As the CoP-CIC and our Internal Inclusion Committee evolves, we are open to exploring further opportunities to work with other community organizations to ensure we are maintaining an on-going dialogue with our stakeholders.

Budget Analysis

- g. That the Police Services Board direct the Chief of Police, alongside the Senior Leadership Team to provide an analysis on the implications of directing dollars towards further social service and community outreach initiatives as part of the 2021 budget, versus increases to operational and capital budgets unless deemed essential;***

The following is offered in response to the points of the Regional Council motion:

Dealing with situations rooted in issues such as mental health, addictions, a lack of safe and affordable housing, inadequate access to services or social isolation - solely with an emergency response from the police or other crisis-driven service is not adequately addressing our community needs.

In many cases, these issues could be addressed earlier and more effectively through greater collaboration among sectors including Police, education, health and social services and community-based human services agencies.

The Police Service Board's 2019-2021 Strategic Plan continues to serve as a roadmap for our Service over the next year. It addresses the effective and efficient delivery of Policing Services and promotes organizational excellence, community engagement and collaboration.

When the Service prepares the annual budget, the Strategic Plan is carefully considered, which was developed through extensive public consultation that ultimately resulted in three priorities:

- a continued focus on public safety;
- fostering a culture of community collaboration and engagement;
- enhancing organizational excellence.

The Service is alive to our fiscal responsibility to the Public to manage the funds entrusted to us in the most efficient and effective manner and we are also keenly aware of our responsibility to provide a safe community for residents and visitors to Niagara.

Under the provisions of the Police Services Act, the Police Services Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara. In accordance with Section 39 of the Act, the Board submits a funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.

The foundation of the 2021 Operating Budget submission is consistent with prior years; the Service is mandated to uphold adequacy standards while providing adequate and effective policing to the community.

The Service base budget process includes an environmental scan identifying external cost pressures, a detailed line-by-line program review and consideration for current events that could impact 2021 such as the COVID-19 pandemic, actual performance and the recent Burkett arbitration award on Niagara Regional Police Association (NRPA) Uniform and Civilian 2020 salary rates.

We take an evidence based approach in evaluating existing services to ensure they are not only effective but also efficient. The 2021 operating budget was no different. During the process the Executive Leadership Team scrutinized the initial draft budget and realized some savings. A further review of program changes served to defer more than two million dollars from the original request. Those program changes that remained in the budget were deemed essential in order to support the Board's Strategic Plan.

Program Changes for 2021 include; the creation of an Equity, Diversity and Inclusion Unit to work externally with members of our diverse communities, and internally to further

goals of the Diversity, Equity and Inclusion Strategic Plan; The addition of a Member Support Sergeant; a Missing Persons Detective Constable; a Forensics Detective Constable; and a Records Analyst.

The 2021 proposed operating budget of \$161.0M is a 4.3% increase over the 2020 approved budget. To direct funds away from this budget means we would have to examine and look for areas to cut, while still ensuring adequacy standards, and the expectations of the community are being met.

The risks associated with not proceeding with the aforementioned budget increase include:

- Potentially risking our ability to maintain public safety
- At risk of not fulfilling the Board's responsibility to provide adequate and effective policing to the Niagara Region
- Not supporting Regional priorities as outlined in the Strategic plan,
- Inability to fully meet enhanced Diversity Training, with potential for negatively impacting public confidence in the Service.
- As well as reduced engagement with our community.

Should council move forward with a reduction of 4.3% to achieve a net 0% increase to the 2021 budget the Service would have to review areas to cut. Compensation costs comprise 91% of the gross expenditure, while the remaining 9% are comprised of Administrative, Operational & Supply, Occupancy & Infrastructure, Equipment, Vehicles & Technology expenses and contribution to reserves. The extensive budget process ensures that resources are used in the most efficient and effective manner leaving no excess funds to be cut. As such, a 0% budget increase would require significant cuts to personnel costs and the Service's authorized strength. A reduction of this size would require the elimination of 51 First Class Constable Positions.

As demonstrated in the 2020 budget presentation to Council, the Service has taken an evidence based approach to evaluating workload requirements which required additional resources in order to provide adequate and effective policing services to the Niagara Region. Over the past 40 years, the Service has seen a significant decline in front line resources in order to meet the requirements of the Police Services Act while minimizing budget impacts. The additional resources approved in the 2020 budget were intended to right size the budget after years of cuts and are required to achieve appropriate response times to 'Priority 1' emergency calls for service. The elimination of 51 First Class Constable Positions would result in an increased risk to public safety if insufficient resources are available to respond to calls for service which have been steadily increasing year-over-year.

Diversity Plan

h. That the Police Services Board develop a diversity plan for board appointees that reflect the diversity of the Niagara community;

The following is offered in response to the points of the Regional Council motion:

Section 27 of the Police Services Act mandates every municipality that maintains a Police Service to have a Police Services Board. It is the responsibility of the Board to provide adequate and effective policing services within the municipality including recruitment and appointment of the Chief and Deputy Chief; the appointment of members of the municipal Police Force; establishing, in consultation with the Chief, objectives and priorities for the Service; establishing various policies and guidelines; and receiving reports from the Chief.

The Board may give orders and direction to the Chief, but not to other members of the Police Service, nor can the Board direct the Chief on day to day operation of the Service or any specific operational decision. Also, an individual Board member may not give orders or direction to any member of the Service.

The Board's size and composition are also established under Section 27 of the Police Services Act based upon the population of the municipality. In the case of the Regional Municipality of Niagara, having a population in excess of 300,000, and having been approved by the Lieutenant Governor in Council, the Police Service Board consists of seven members.

Three positions on the Board must consist of members of the municipal council, with one of those three positions being dedicated to the head of the Municipal Council unless the head chooses not to be a member. If the head of council chooses not to join the Board, that position must be filled by another member of the municipal council.

Three positions on the Board must be appointed by the Lieutenant Governor in Council. The remaining one position must be filled by a person, on resolution of council, who is neither a member of the council nor an employee of the Municipality.

In short, the composition of the Police Services Board, including the diversity of its makeup, falls outside the control of the Board itself. In order to affect change in composition of the Board, Regional Council and/or the Province must institute those changes. In the case of Regional Council, given that they must select three members from within their own ranks, Council would have to rely upon its own diversity in making appointments. With respect to the provincial appointments, the Lieutenant Governor in Council has the ability to affect the composition of the Board through provincial appointments to the three positions under her control.

With respect to a Diversity Plan, the Police Services Board is required to develop a Strategic Plan for the Police Service in three year cycles. The current Strategic Plan was released in 2019 and carries through to the end of 2021. Within the plan the Board

identifies its goal to "Foster a Culture of Community Collaboration & Engagement", with the objective "To foster continuous, collaborative engagement and dialogue with our community partners."

This ties very closely to the 2020-2022 Diversity, Equity & Inclusion (DEI) Strategic Plan. This plan, which was developed in 2019 and implemented earlier this year, sets out goals and objectives for the Service as it continues its journey toward creating a culture of Diversity, Equity and Inclusion. It is premised on the recognition "that Police cannot contribute to community safety and well-being in a vacuum and require collaboration with a vast array of stakeholders from the business community, social services, equity seeking groups, education institutions, etc." (2020 – 2022 Diversity, Equity & Inclusion Strategic Plan, p. 2)

The Niagara Police Services Board has stated its commitment to the DEI Strategic Plan, as noted in the message from the Board Chair on the opening page of the plan. "The Board is fully committed to this strategy and looks forward to working with the Chief of Police and the Niagara Regional Police Service so that together, we can deliver the best possible service to all groups which make up the wonderful tapestry of people who bring differences and uniqueness to our great Region."

Mental Health and Addictions

- i. That a report on the number and specific types of calls related to mental health and addictions, be brought forward and that the report include an actionable plan, including options for both an extension of the current MCRRT but also an alternate NRP led plan funded by the Niagara Region, developed in partnership with Niagara EMS and local mental health, addictions, and crisis agencies, to respond to these calls in line with guidance and recommendations from the Canadian Mental Health Association;***

The following pages are offered in response to the points of the Regional Council motion:

Call Types related to mental health and addictions

The Niagara Regional Police Service recognizes that at its core, mental health and addictions represent both public health and social issues within the community, and are not by their very nature assumed to be matters of criminality.

People with mental illnesses often face socio-economic deprivation, such as unemployment, poverty, lack of social supports and inadequate housing and/or homelessness. These factors increase vulnerability to victimization. (Hiday, V.A., J.W. Swanson, M.S. Swartz, R.Borum, and H.R. Wagner., 2001) The stress and trauma of being victimized can heighten an individual's sense of vulnerability and anxiety, which can exacerbate symptoms of the mental illness, increase the likelihood of homelessness, and diminish quality of life. (Teplin, L.A., McClelland, G.M., Abram, K.M., Weiner, D.A., 2005)

Those who have reached crisis points sometimes intersect with Police whether due to victimization or a lapse into behaviours that may be perceived to put themselves or other persons at risk.

People with mental illnesses who have been in conflict with the law, tend to have higher rates of substance abuse, homelessness, challenges in adhering to treatment, and experiences of victimization, as well as lower rates of social support, when compared to other adults with a mental illness. (Canadian Institute for Health Information, 2008)

There is no specific call type that can possibly encapsulate all calls for service where mental health and/or addictions issues may be at play. Of the two hundred and six (206) call types currently in use by the Niagara Regional Police, mental health and/or addiction may be a contributing factor to the substance of any call type. In reviewing data for 2019/2020 a key word search was conducted for the use of the terms "overdose", "MHA" (Mental Health Act), and "suicide" within the call "remarks" field. Although this does not identify every call for Service in which mental health and addictions were involved, it does help in identifying the variety of call types that most frequently intersect with those social issues. The data revealed that "overdose" was referenced in the call remarks for 1,356 calls across 37 different call types, whereas "MHA" was referenced in 10,769 calls across 82 call types, and "suicide" was referenced in call remarks 2827 times across 65 call types. Analysis of the call data revealed a number of call types that intersect more frequently with persons in crisis. Looking at the intersection of the data the call types with the highest probability of involvement with persons in crisis due to mental health or addictions are:

Mental Health Act	Welfare Check	Suicide Threats
Assist Ambulance	Domestic Violence	Family Violence
Unwanted Person	Welfare Check - Non Urgent	Disturbance - Fight
Domestic – Non Violent	Suicide Attempt	Missing Person
Harassment	Threats	Theft
Assist Other Police	Assistance	Intoxicated Person
Assault	Break and Enter	Nuisance
Unknown Problem	Information	Follow Up
Suspicious Person	Drug Related	

With the exception of the initial call types; Mental Health Act, Suicide Threats, and Attempt Suicide which by virtue of the naming convention have a clear link to mental health calls for service, the other call types displayed have a distinct subset of mental health and addictions. The table below shows total call volume for each incident type based on initial call type.

Initial Call Type	All Calls 2019	(Year to Date)
		All Calls 2020
MENTAL HEALTH ACT	1215	2328
WELFARE CHECK	8625	4630**
SUICIDE THREATS	2219	1910
ASSIST AMBULANCE	5855	5359
DOMESTIC VIOLENCE	4299	4089
FAMILY VIOLENCE	2006	2176
UNWANTED PERSON	7944	6470
WELFARE CHECK - NON URGENT	1822	1426
DISTURBANCE-FIGHT	4632	4266
DOMESTIC/ NON VIOLENT	903	861
SUICIDE ATTEMPT	321	308
MISSING PERSON	1361	986
THREATS	2338	2176
HARASSMENT	2358	2216

**A Service initiated review of this call type led to reductions in the second half of 2020

The following table demonstrates results the subset of calls for service using the same incident type, located by the keyword "overdose", "suicide" and "MHA". The figure represents the highest value present of the three key word searches to avoid double counting where duplication may exist. Although not all encompassing, it does demonstrate the range of more frequent call types that Police Officers encounter on a daily basis that often involve dealing with mental health and addictions.

Initial Call Type	(Year to date)	
	"overdose"	"overdose"
	"MHA"	"MHA"
	"suicide"	"suicide"
	2019	2020
MENTAL HEALTH ACT	1161	2262
WELFARE CHECK	892	461
SUICIDE THREATS	621	583
ASSIST AMBULANCE	475	544
DOMESTIC VIOLENCE	341	347
FAMILY VIOLENCE	180	224
UNWANTED PERSON	215	184
WELFARE CHECK - NON URGENT	239	156
DISTURBANCE-FIGHT	129	126
DOMESTIC/ NON VIOLENT	82	80
SUICIDE ATTEMPT	70	69
MISSING PERSON	70	58
THREATS	62	61
HARASSMENT	60	63

There is no specific call type that can possibly identify all calls for service, just as there is no single response to all reported incidents where mental health and addictions may be a significant factor behind the call for service. The purpose of this analysis has been to demonstrate the span of call types which are impacted by mental health and addictions, not to provide firm numbers.

Upon conclusion of a call for service the investigating Officer may be required to submit a report based upon the circumstances of the call. At this time, the Officer may choose to reclassify the type of incident to more accurately reflect the subject of the report. Queries of the RMS with respect to Mental Health Act Apprehensions and Non Apprehensions demonstrate aggregates that exceed the total Mental Health Act calls for service as classified by the initial communications call taker. This further demonstrates the span of call types that are impacted by mental health concerns.

	Year to Date		Source
	2019	2020	
Mental Health Act - Apprehension	2064	1852	RMS Browse
Mental Health Act No-Apprehension	2537	2236	RMS Browse
Mental Health Act - Calls for Service	1215	2328	CAD Browse

Mobile Crisis Rapid Response Team (MCRRT)

The MCRRT program has been in existence in Niagara since 2015 and has proven to be an effective and collaborative model in de-escalating crisis situations and getting individuals the appropriate supports they require within the community, while mitigating the demands placed on an over-burdened healthcare system.

This program has been operating successfully in the area bounded by 1 District (St. Catharines and Thorold areas). Through the partnering of a Mental Health Worker with a Uniform Niagara Regional Police Officer, the team is able to respond rapidly to calls for service involving persons in a mental health/addictions crisis. Individuals are assessed on-site allowing for referral and disposition to be determined based upon the nature of the crisis.

The overall goal of the program has been to provide support and assistance to persons in crisis while diverting them away from the hospital emergency department in appropriate circumstances and toward suitable community resources. Through the MCCRT program, persons in crisis can be directed to appropriate care in a timely manner without over-taxing the hospital system and not being misdirected into the criminal justice system.

Since the implementation of this program in Niagara, significant successes have been achieved. Based on 2019 data, MCRRT responded to approximately 21% of the Service's total mental health calls for service. In those instances, where MCRRT was available to respond, far fewer persons were apprehended under the Mental Health Act, resulting in approximately 69% diverted to the appropriate support agencies within our community.

Conversely, when MCRTT was not available, 49% of interactions resulted in apprehensions.

Officers make the best decisions they can and make informed decisions as to whether someone should be diverted or apprehended under the Mental Health Act. It is not an ideal situation, as it places an unfair burden on police officers who are not experts trained and educated specifically in the field, but none the less are called upon to use their training and act to the best of their abilities.

Funding for the mental health professionals for our MCRRT program originates from the Ministry of Health and flows through the Ontario Health Teams (formerly the Local Health Integration Networks) to the local Canadian Mental Health Association - Niagara Branch. Based upon the current funding model the program has been limited to operation within only one area of the region and only between the hours of 12:00 p.m. and 12:00 a.m. Ideally, the Service would like to see the program expand to other areas of the region, and ultimately be available 24/7.

Additional funding has been sought from the Ministry of Health that will help to ensure that mental health professionals for our MCRRT program are available to better serve the residents of the Niagara Region.

On Friday, November 13, 2020, Chief MacCulloch received word from Ms. Tara McKendrick, the Executive Director of CMHA Niagara, that Ontario Health West (formerly the Hamilton Niagara Haldimand Brant Local Health Integration Network) has officially approved the expansion of the Mobile Crisis Rapid Response Teams (MCRRT) in Niagara.

This annualized funding allows for the expansion of MCRRT in Niagara by one team (a team is made up of three nurses), in a municipality to be mutually determined based on data available that represents need and impact.

As stated by Ms. McKendrick, "This is the result of years of persistent advocacy by both of our organizations and its supporters, to expand the program based on its demonstrated success, and I hope you are as thrilled as we are."

Niagara Emergency Medical Services (NEMS)

In the weeks following Chief MacCulloch's attendance before Regional Council and St. Catharines City Council, the Service and NEMS engaged in discussions regarding the roles of the Police and Paramedics at emergency calls related to mental health and addictions.

In mid-September, Chief MacCulloch and Chief Kevin Smith met virtually along with staff from both organizations to discuss a plan moving forward to create a working group to study and develop a response plan specific to mental health and addictions, whereby members of both agencies would work cooperatively to coordinate resources and share information.

Stemming from that meeting a draft Memorandum of Agreement has been exchanged and is working toward finalization. Under the MOA, both agencies will affirm their commitment to providing safe and optimal response to 911 requests, through response plans for various emergency situations, including providing service to those experiencing mental health and/or addictions related issues.

Although not yet finalized, both agencies hope to agree to the establishment of a working group sponsored by the Chief of the Niagara Regional Police Service and the Chief of Niagara Emergency Medical Services. The working group framework will consider all legislative requirements for each agency. The goal for the working group is to develop long, mid and short term strategies to develop a response plan, with recommendations no later than Q1 of 2021.

The Service would like to acknowledge and thank Chief Smith for his early engagement on this matter and for the dedication and leadership he has shown for his organization and the citizens of the Niagara Region.

Community Safety and Well-Being Plan

The partnerships and agreements established with committed organizations such as Canadian Mental Health Association and Niagara Emergency Medical Services are but two pieces of a much larger puzzle. In order to effect real change within our community for those who are most vulnerable due to mental health, addictions or a variety of social and economic factors, a much larger response must be coordinated and harnessed.

Part XI of the Police Services Act calls for each municipality to prepare a Community Safety and Well-Being Plan prepared by an advisory committee with representation from the health/mental health sector, education, social services, youth custodial services, Regional Council, the Police Services Board and the Chief of Police.

As stated by the Honourable Sylvia Jones, Minister of Community Safety and Correctional Services,

Community safety and well-being cannot rest solely on the shoulders of the police. It is a shared responsibility by all members of the community and requires an integrated approach to bring municipalities, First Nations and community partners together to address a collective goal. Breaking down existing silos and encouraging multi-sectoral partnerships are essential in developing strategies, programs and services to help minimize risk factors and improve the overall well-being of our communities.

Unfortunately, the COVID-19 Pandemic has paused development of the Regional Municipality of Niagara Community Safety and Well-Being Plan. However, the Niagara Regional Police Service looks forward to its resumption and to engaging with our various community partners to develop strategies and programs to enhance the safety and well-being of our community.

City of St. Catharines Correspondence

The second part of the motion represents correspondence from the City of St. Catharines to the Region of Niagara requesting that the recommendations of their Anti-Racism Committee be forwarded to the Board for consideration.

This correspondence was received in a multi bulleted format under a number of headings; each bullet has been reproduced with a Service response/explanation following immediately below.

Training

- ***Increase Crisis Intervention Training to being offered at least 4 times a year or until as close to 100% of front line officers as possible at any given time would have completed the training;***

Crisis Intervention Training has been a staple for front line officers for a number of years. This training is provided to Service members by the Canadian Mental Health Association, and follows a course outline as prescribed by St. Joseph's Hospital. Over the past few years, increased turn over in specialty units, attrition due to retirements and pressures to maintain minimum staffing levels for community patrol have contributed to reduced number of front line Officers currently trained in CIT. So far this year due to the pandemic, the Service has only been able to hold one course, whereas it is normally offered twice. The Service will plan additional offerings for this course, subject to the availability of CMHA instructors, and limitations in class sizes during the pandemic. It is anticipated that coming out the other side of the Pandemic, significant effort will be placed into increasing the number of front line officers afforded this course. Course completion at or near 100% is a reasonable goal to strive toward, but it must be understood that with increased training comes increased cost and additional strain on maintaining minimum staffing levels on the front-line. It is recommended that the Niagara Regional Police Service attempt to increase CIT Training offerings beyond two times per year, subject to the availability of instruction through CMHA.

- ***Add cross-cultural mental health training to its Crisis Intervention Training;***

As mentioned in the previous paragraph, the course content is prescribed by St. Joseph's hospital, and is delivered by CMHA to members of the Niagara Regional Police Service. The Staff Sergeant in charge of Training will be able to speak to this with the course coordinator to advocate for changes to the curriculum, but ultimately the Service does not control content.

- ***Add implicit bias and anti-racism trainings in its refresher trainings and that these trainings be led by experts from equity seeking groups, along the lines of the African Canadian Legal Clinic's recommendations to the Ipperwash Inquiry: That police forces develop an anti-racism curriculum and training program to be incorporated into any existing training programs on use of force and which will be mandatory for recruits, new officers, and serving officers. The training***

should be designed and delivered by independent experts in anti-racism to ensure a full understanding of racially biased policing, racial discrimination and the racialized communities police serve, particularly with respect to use of force. This training should be provided as a refresher on a regular basis. The training program should be independently and regularly evaluated to assess its efficacy with respect to effecting anti-racist behavioural and attitudinal changes."

In 2019 the Service began development of its 2020 - 2022 Diversity, Equity and Inclusion Strategic Plan. Within this Plan is the strategic objective to "Provide members with diversity, equity and inclusion resources and training." As stated within the Plan, the Service has created an Internal Inclusion Committee. With the assistance of this committee the Service is in the process of engaging with external trainers to launch Anti-Racism and Bias-free training for our entire membership. Once the initial training offering is complete, annual training segments will be incorporated into In-Service Training. Following the initial training offering as new recruits officers are on-boarded, the Service will be providing similar anti-racism and bias-free training.

Re-assessing police service standards to shift its budget

- ***The NRPS Chief and Board re-assess "adequate policing" requirements based on removing welfare checks, mental health, and suicide threat calls, as well as foot patrols that are only demanded because of perception.***

Mental Health and Suicide Threats calls have largely been addressed in the preceding pages. The Niagara Regional Police Service is currently in discussions with Niagara Emergency Medical Services (NEMS) regarding the response to mental health and suicidal persons calls. Part of that discussion will include primary agency of response; capacity to meet demands and the electronic transfer of information. As provided earlier in this report, since 2019 our Officers have attended alongside NEMS at more than 11,000 calls for Service at the request of NEMS. The call type is identified as "Assist Ambulance". Whenever NEMS assesses that there is potential for violence or the presence of any weapons, or indications of criminality (such as an injury caused by an assault), the Police are requested by NEMS to attend with the paramedic team. Given the nature and variety of the great many calls from persons in crisis, officers of the Niagara Regional Police are regularly called upon by NEMS to provide assistance.

According to the Police Priority Dispatch System (PPDS) there are only two circumstances that should result in a "Check the Welfare" call for service. These definitions are also common to the Medical Priority Dispatch System (MPDS) in use by Niagara EMS:

URGENT Check-the-Welfare

Requests to check the well-being of a person who has not been seen or heard from for an unusual period of time, or **whose situation may be life threatening**.

NON-URGENT Check-the-Welfare

Requests to check the well-being of a person who may need temporary shelter, food, or help in other ways, but whose situation **does not appear** to be life-threatening

In the summer of 2020, the Service conducted an internal review of the Welfare Check call type. It was realized that the metrics established for the creation of the call type had experienced creep. A communication on this topic was developed and presented to Front-line Officers and Communicators. In the second half of 2020, the number of Welfare check calls has decreased sizably.

On the topic of foot patrols; when it comes to engaging with our community and Officer visibility, it has always been a Service commitment to have Officers on foot patrol to enhance community engagement, by being more accessible and approachable, which is supported by academic research. Chief MacCulloch has previously addressed Regional Council, about the importance of community engagement as a cornerstone of building public trust and confidence, which has been widely supported by the community and elected officials. Officers are encouraged to conduct foot patrols when and wherever possible, however due to competing demands and call volume, particularly in 1 District (St. Catharines/Thorold), our busiest District, our Officers weren't able to commit to regular foot patrols as they respond to the ever-growing number of priority calls for service.

Dedicated foot patrol Officers provide that opportunity and a consistent model for the Service to enhance community engagement with business owners and members of the public. Foot patrols provide our Officers with an opportunity to learn about, and develop relationships with the people who frequent the downtown area.

The Service is examining opportunities for the expansion of foot patrols across the Niagara Region, working in collaboration with community partners to improve outcomes of vulnerable populations, prevent costly crisis-based service responses and increase safety and well-being in the community which aligns with the on-going work of the Community Safety and Well-Being Plan.

- ***That the Niagara Regional municipality shift these funds from the reduction of the NRPS Budget to a dispatched civilian service such as EMS.***

This point is previously addressed.

Civilian Review

- ***The establishment of a local purely civilian (no former police officers) body including members from equity seeking groups with oversights, disciplinary powers, and the power to refer charges for prosecution over officers;***
- ***Establish the office of a purely civilian (no former police officers) Ombudsperson with full access to police records and data;***

One area that is subject to much discussion and debate is police oversight and accountability.

Policing in Ontario is subject to a level of accountability, transparency and scrutiny that exists to a degree unseen in other provinces within Canada.

Locally, the Chief answers to the Regional Municipality of Niagara Police Services Board, which is made up of representatives from Regional Council, a citizen appointment made by Regional Council as well as three provincial appointees.

Beyond the Board, third party agencies exist to ensure, when interactions involve members of the Public and Police Officers that there is a fair and transparent process to hold Officers accountable for their actions.

Public complaints may be lodged with the Office of the Independent Police Review Director (OIPRD) which receives, manages and oversees all complaints about police in Ontario. This process has been explained earlier in the report.

Another independent oversight body is the Special Investigations Unit, which is a civilian law enforcement agency, independent of the Police, mandated to conduct criminal investigations into circumstances involving police and civilians that have resulted in serious injury, death or allegations of sexual assault.

The objective of every SIU investigation is to determine whether there is evidence of criminal wrongdoing on the part of the Police. During the course of an SIU investigation, members of a Police Service are expressly prohibited from speaking to aspects of an incident that is under investigation.

Also in place, is the Ontario Civilian Police Commission, an independent quasi-judicial agency that hears appeals of police disciplinary decisions; adjudicates disputes between municipal councils and police service boards involving budget matters; conducts hearings into requests for the reduction, abolition, creation or amalgamation of police services; conducts investigations and inquiries into the conduct of chiefs of police, police officers and members of police services boards; determines the status of police service members; and provides general enforcement relating to the adequacy and effectiveness of policing services.

An additional layer of oversight for Police Services was announced by the Provincial government on October 2, 2020. The Ontario government has appointed Devon Clunis as the Province's first Inspector General of Policing.

The inspectorate will operate at arm's length from government to provide policing oversight and ensure effective policing services are provided to every community in Ontario. The inspectorate will:

- Monitor and conduct inspections of police services to ensure compliance with the CSPA and its regulations once this act is in force.
- Monitor and conduct inspections of police service boards to prevent police misconduct and impose measures where necessary.
- Investigate policing complaints related to the provision of adequate and effective policing services.
- Develop, maintain and manage records, conduct analyses regarding compliance with the CSPA and publish inspection results and annual reports.

• All of these previously discussed areas of Police oversight derive their authorities from the Provincial legislation. Should additional layers of Police oversight be deemed appropriate in the future, it will be incumbent on the Province to establish that framework and introduce new or otherwise amend existing legislations to extend required authorities.

Releasing Statistics

- ***Publish online details of police-reported hate crimes for each incident including location, date and time, the protected group which was attacked, and the nature of crime;***
- ***Publish on-line the use of force by race data required to be submitted to the Ministry of the Solicitor General under the Anti-Racism Act;***
- ***Extend the collection of race data to traffic stops and publish online these statistics as well as the outcome (any charges) for traffic stops;***

The Service reports to the Police Service Board on Hate, Bias Motivated Crimes and Propaganda Offences on an annual basis. This report is made in public session.

With respect to Use of Force Reporting, the Service will meet its obligations in terms of reporting to the Ministry of the Solicitor General on Use of Force Reporting. As this is the first year for race-based reporting on Use of Force, the Service will engage other Police Services and the Ontario Association of Chiefs of Police to determine what best practices are being adopted regarding this data.

As expressed earlier in the report, the Canadian Association of Chiefs of Police is working with Statistics Canada to extend race-based reporting to the Uniform Crime Reports Survey. The Service looks forward to participating in this conversation as the collection of police reported data moves forward.

Hiring

- ***Increase diversity hiring to at least 15% of the recruiting class over three years, and further as per the African Canadian Legal Clinics recommendation to the Ipperwash Inquiry:***

“That police recruits be screened for prejudicial and racially discriminatory attitudes, similar to screening already being done for personality attributes, criminal record, and family background. That police forces be encouraged to retain independent employment equity experts to develop concrete, measurable and attainable goals to increase the number of racialized people, particularly African Canadians and Aboriginals, especially in positions of responsibility, in order to achieve a “critical mass” of representation and diversity to promote cultural and organizational change”;

- ***That these independent employment equity experts undertake a comprehensive review of the hiring, recruitment, selection, and management practices of the NRPS;***

The Niagara Regional Police Service recognizes that in order to best serve our community, we need to reflect our community. Diversity equals strength, and that has been guiding our recruiting practices to ensure we are an employer of choice, attracting a diverse range of applicants, both sworn and civilian. In our efforts to achieve a more reflective Service, our Recruiting Unit has facilitated focused recruiting sessions to seek to eliminate barriers to applying to be a Police Officer.

We continue to engage under-represented groups in forums that will allow real and perceived concerns about policing to be addressed while demystifying what it means to be a Police Officer with groups that have not been traditionally represented in the Policing community.

Since 2018, the Recruiting Unit has facilitated:

- Six sessions involving women in policing;
- Attended focused recruiting sessions to promote policing as a career to at risk youth through the Project Impact program;
- Attended the Association of Black Law Enforcers (ABLE) recruiting event;
- Attended the South Asian Career Fair;
- Attended the Indigenous Career Fair; and,

- Hosted an online recruiting event with members of the Black Community which was facilitated through connections with the Co-Chair of the Community Inclusion Council.

Specifically on the sworn side, we ensure a rigorous process to identify candidates who are not only highly qualified but also are not harbouring bias or prejudice. It is a competitive process, and the Service wants to ensure we are hiring the best applicants and those who are looking to serve their community with compassion and integrity.

The average age of a new recruit at the NRPS is twenty-six (26). They come to us with life skills, cultural competencies and educational and vocational experience with approximately seventy percent (70%) holding a university degree and many having graduate degrees.

Through the recruiting process, applicants are evaluated based on a list of Essential Competencies as identified by the Ontario Association of Chiefs of Police – Constable Selection System (OACP-CSS), one of which includes “Flexibility in valuing Diversity”. OACP-CSS is a standardized process for applicants from across the province. During 2019 the OACP in partnership with Ministry of Community Safety and Correctional Services conducted a thorough review of the aging Constable Selection System (CSS). Through that review, a revised CSS was implemented in January of 2020 that reduces potential barriers to recruitment, affords greater flexibility to recruiters and better aligns testing and competencies with Basic Constable Assessments at the Ontario Police College.

In addition, as part of the psychological screening that is done, recruits are evaluated for racially offensive conduct – a risk category that predicts candidates whose behaviour is racially inappropriate.

Within the Service's 2019-2021 Strategic Plan, under the goal of "Enhancing Organizational Excellence" a strategic objective was identified "to develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community." To that end, targets were established to increase the number of applicants by 10% and to increase hires from diverse communities by 10% between years one and three of the plan. Also, within the 2020-2022 Diversity, Equity and Inclusion Strategic Plan, the Internal Inclusion Committee is working to establish a baseline of members within the Service who self-identify as belonging to an equity seeking group. This will provide the Service with a metric to better inform our future recruitment efforts. Work will commence in 2021 on the preparation of the 2022-2024 Strategic Plan. At that time goals, objectives and metrics will be subject to re-evaluation.

8 Can't Wait Campaign

#8Can'tWait is a social media campaign originating in the United States. Many of the items on the platform are issues that are not relevant in Ontario, due largely to our standardized training, multiple layers of oversight and Provincial Adequacy Standards.

Only two of the eight reforms being called for within the campaign are reflected within Council's motion and arguably only one of those points as mentioned below requires action, while the second point is already addressed in legislation and process.

- ***Require all officers to have a duty to intervene against excessive use of force or abuse;***

With regard to Police use of force, sections 25 and 26 of the Criminal Code of Canada set out protections and restrictions for use of force.

Where Section 25 extends authority to an Officer who, acting on reasonable grounds is justified in doing what is required or authorized to do and in using as much force as is necessary for that purpose. Section 26 reigns in that authority by stating that, "everyone who is authorized by law to use force is criminally responsible for any excess thereof according to the nature and quality of the act that constitutes the excess."

Niagara Regional Police Service Officers, as with all Police Officers in the Province of Ontario are also bound by a code of conduct under the Police Services Act. Within the context of this motion officers are subject to misconduct under the Police Service Act if they are found to have committed:

- Neglect of Duty, in that he or she,
 - o without lawful excuse, neglects or omits promptly and diligently to perform a duty as, a member of the police force of which the officer is a member, if the officer is a member of an Ontario police force as defined in the Interprovincial Policing Act, 2009, or a police officer appointed under the Interprovincial Policing Act, 2009,
- Discreditable Conduct, in that he or she,
 - o is guilty of a criminal offence that is an indictable offence or an offence punishable upon summary conviction,
 - o withholds or suppresses a complaint or report against a member of a police force or about the policies of or services provided by the police force of which the officer is a member
- Unlawful or Unnecessary Exercise of Authority, in that he or she,
 - o uses any unnecessary force against a prisoner or other person contacted in the execution of duty

Despite the above provisions, which serves both as expectations for professional conduct and notice of liability for those who may breach their duties as a Police Officer, it is recommended that the Service should incorporate teaching points related to the Criminal Code and Police Service Act code of conduct into lesson plans for Use of Force to address a duty to intervene should an officer find themselves in such a position.

- ***Prohibit shooting at moving vehicles;***

Ontario Regulation 266/10 already prohibits an officer from discharging their firearm for the sole purpose of attempting to stop a fleeing motor vehicle.

Police Officers within the Province of Ontario are bound by the provisions of the Criminal Code and the Police Services Act and regulations with respect to the use of deadly force.

Officers undergo yearly training on use of force and firearms including both academic and practical exercises and qualification. Officers are expected to conduct themselves within this framework. Further, Ontario Regulation 926 requires the Chief cause an investigation to be made into the circumstances of the incident when an officer discharges a firearm intentionally or unintentionally, except when at a range.

The SIU Act is anticipated to be proclaimed into force in the very near future. An additional provision within the Act, which is not in place within the current SIU regulation, is the expansion of their investigative mandate to include the discharge of a firearm at a person.

No additional action is seen necessary on this point.

Performance Reviews

- ***As per the African Canadian Legal Clinic's recommendation to the Ipperwash Inquiry:***

"That police forces ensure that complaints and concerns against police officers relating to use of force, particularly when the complainant is racialized, are reflected and factored into the assessment of each officer's performance review and or promotions."

Currently the Service is working to develop its training capacity in regard to Diversity, Equity and Inclusion, including topics in the areas of anti-racism, bias free policing and de-escalation. As previously mentioned the Internal Inclusion Committee is in the process of meeting with external companies/individuals to assess our next steps in providing that training. Following the initial training offering, follow up sessions will be made a regular part of in-service training.

As a follow up step, once every Officer has received the training, the Service will be in a position to begin an evaluation process. The Performance Appraisal System is one manner of performing that evaluation. As part of the Uniform Constable Performance Appraisal, Officers are already evaluated based on Community Commitment, including community satisfaction and victim assistance. It is a natural progression to include measures of diversity in to performance expectations.

Complaints against Officers, particularly those deemed to be racialized, are matters for investigation by the OIPRD, and/or our own Professional Standards Unit. Complaints

and concerns must be properly investigated in order to determine if they may be substantiated. The performance appraisal system is the wrong venue for unsubstantiated complaints or "concerns".

Conclusion

As an organization, the Niagara Regional Police Service continuously strives for excellence with a focus on providing the best possible Policing to our community. However, there are always opportunities to improve. The Service remains optimistic about the stronger relationships we will forge internally and externally as a result of our collective efforts.

As stated by Chief MacCulloch in his address to Regional Council, "I can commit to you, and to our community, that we are dedicated to productive dialogue and meaningful change. I recognize that this is, at times, a difficult conversation, but it must be had."

In addressing the many points of the motions made by Regional Council and the City of St. Catharines, and through the numerous recommendations identified in this report, the Service wishes to demonstrate its openness to productive change, and ensuring continued transparency in Police processes.

Our Officers and support staff remain committed as ever to delivering unbiased policing to our community. The dedication of our members who have remained on the frontline, committed to ensuring the continued safety, and protection of our community through a time of unprecedented pressures to both our community and the Niagara Regional Police Service is both acknowledged and genuinely appreciated.

In partnership with the community we shall provide quality policing services with integrity, diligence, and sensitivity.