



REGIONAL MUNICIPALITY OF NIAGARA  
**POLICE SERVICE BOARD**

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April 29, 2025

SENT BY EMAIL

[Ann-marie.Norio@niagararegion.ca](mailto:Ann-marie.Norio@niagararegion.ca)

Ann-Marie Norio, Regional Clerk  
Niagara Region  
1815 Sir Isaac Brock Way  
Thorold, ON  
L2V 4T7

Dear Ms. Norio:

**Re: NRPS Response to Councillor Information Requests - Overtime and Body Worn Cameras Costs**

At its Public Meeting held April 24, 2025 the Niagara Police Service Board considered Service report dated April 2, 2025 providing a response to a request for information made at the Corporate Services Committee held March 5, 2025 regarding the Service's projected overtime costs for 2025 and budgets for use of body cameras by the Niagara Regional Police Service.

The following motion was passed:

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

**Carried.”**

Further to Board direction, I would ask that you take the appropriate action. A copy of the report is enclosed.

Yours truly,

Deb Reid  
Executive Director

Encl.

- c. D. Carnegie, Commissioner, Corporate Services, Niagara Region  
Chief of Police B. Fordy, Niagara Regional Police Service



## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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

**Report To:** Chair and Members, Niagara Police Service Board

**Report Date:** 2025-04-02

### Recommendation(s)

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

### Key Facts

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

### Financial Considerations

No financial implications result from receiving this report.

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## Analysis

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

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

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

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

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

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

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

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

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

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

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

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Police Service/Board Strategic Priorities**

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

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## Relevant Policy Considerations

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

## Other Pertinent Reports

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

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

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



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**Submitted by:**

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

## Appendices

Appendix 1 – Niagara Regional Police Service - Body Worn Cameras

# BODY WORN CAMERAS

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Corporate Strategy and Innovation



# CONTENT

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## 1. Status

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

## 2. Proposed path

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

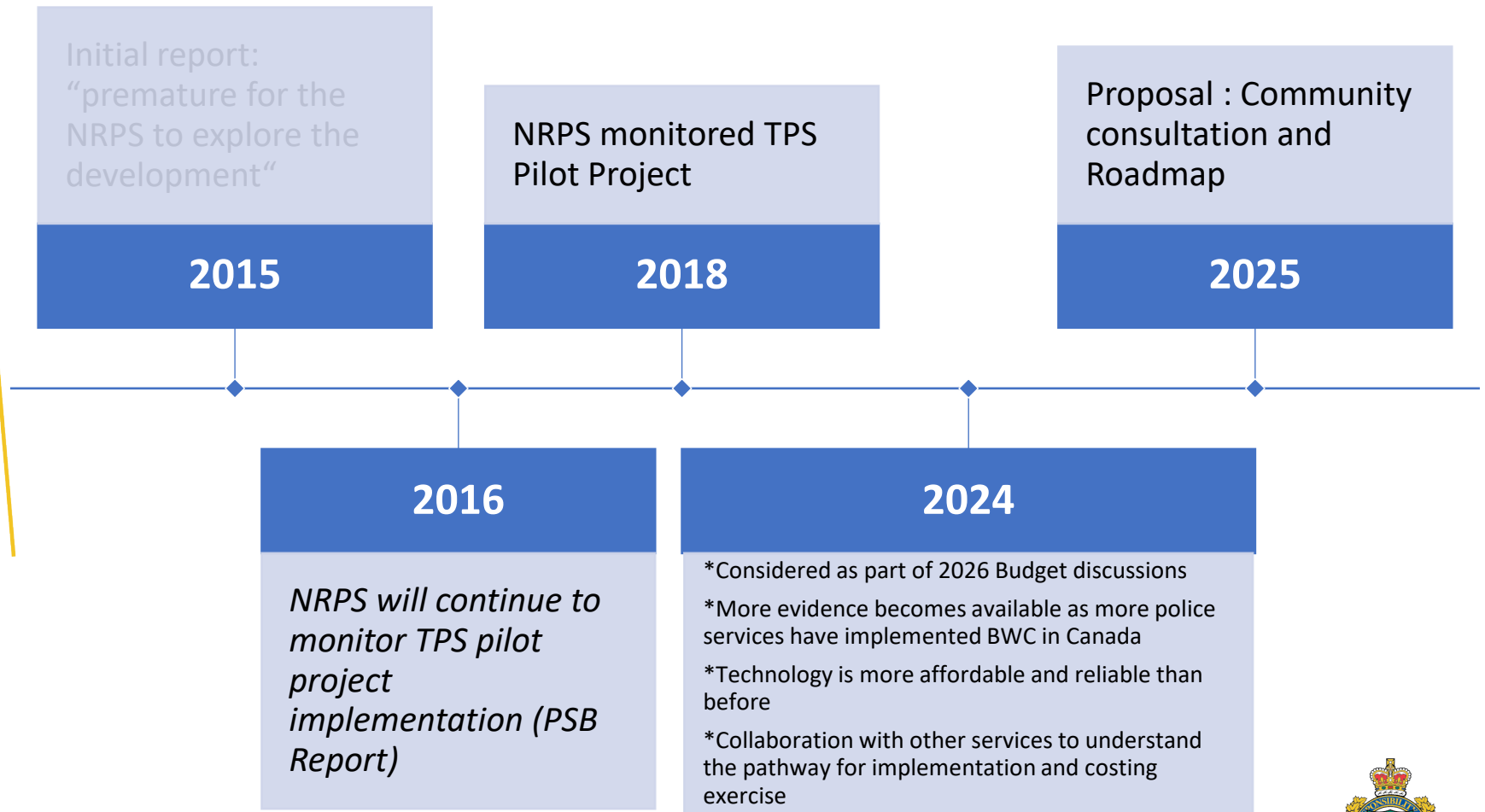
## 3. Strategic Considerations



# STATUS - UPDATE



# BWC JOURNEY AT NRPS

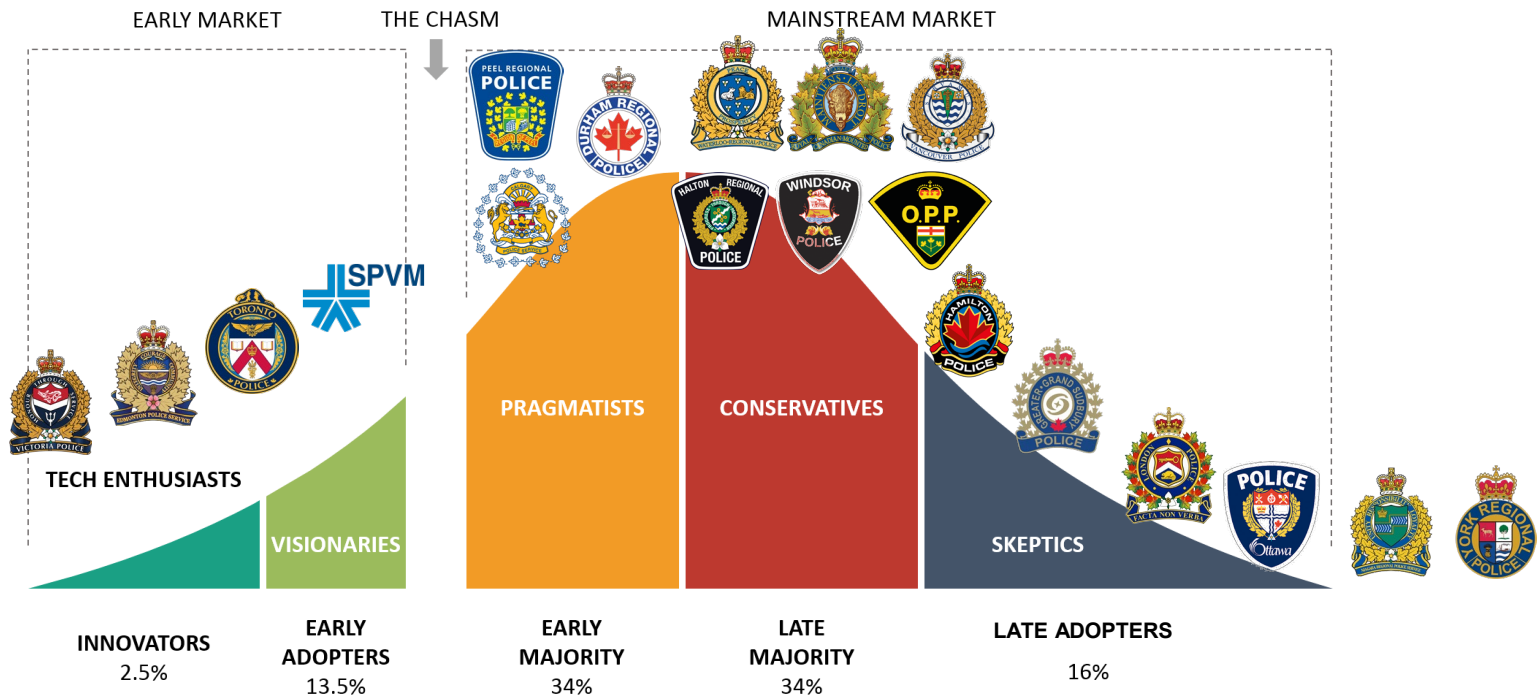


# BIG 12, RCMP & OPP - STATUS

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



# TECHNOLOGY ADOPTION CURVE



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



# ACADEMIC RESEARCH



# BENEFITS REPORTED IN ACADEMIC LITERATURE

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



# BENEFITS REPORTED IN ACADEMIC LITERATURE (Continued)

- Positive Officer and Community Perceptions:
  - Officers report optimism about using BWCs in court ([52.9% of BWC users, according to Poirier 2024](#))
  - Community members largely support BWCs, leading to increased trust in police (61% of community members believe BWCs will increase trust in police, and 91% think BWCs will improve transparency, as reported by Sousa et al., 2015)
- Cost-Effectiveness:
  - High benefit-cost ratio (e.g., 4.95 as reported by Williams et al., 2021)
  - Potential to reduce costs associated with litigation and complaints (BWCs are associated with a 40% reduction in police settlements and a 40% decrease in the median cost per settlement, according to [Powell., 2023](#))
- Training and Self-Assessment:
  - Enables officers to review interactions for self-improvement (leading to a 20% improvement in self-reported professionalism and adherence to protocols, as reported by Koen 2019)
  - Provides real-world scenarios for police training (RCMP, Pilot Project Results)
- Safety Enhancements:
  - Serves as a deterrent for escalation during police-citizen encounters (Iliadis et al., 2023)
  - Encourages respectful and professional behavior from all parties involved (supported by 57% among officers with hands-on experience, according to Goetschel & Peha, 2017)



# CHALLENGES REPORTED IN ACADEMIC LITERATURE

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



# CHALLENGES REPORTED IN ACADEMIC LITERATURE (Continued)

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- Overreliance on Technology:

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

- Cost Concerns:

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

- Impact on Police Behavior:

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

- Community Expectations:

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



# COMMUNITY SENTIMENTS ON BWC

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



# SWOT ANALYSIS



# SWOT ANALYSIS (Continued)

## Strengths

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

## Weaknesses

- Need for updated processes, policies, and organizational realignments
- Operational challenges in managing and securely storing large volumes of video footage
- Potential resistance from officers viewing BWCs as intrusive
- Significant financial costs for equipment, storage, and maintenance
- Potential lack of comprehensive, standardized policies for BWC activation and usage



# SWOT ANALYSIS (Continued 2)

## Opportunities

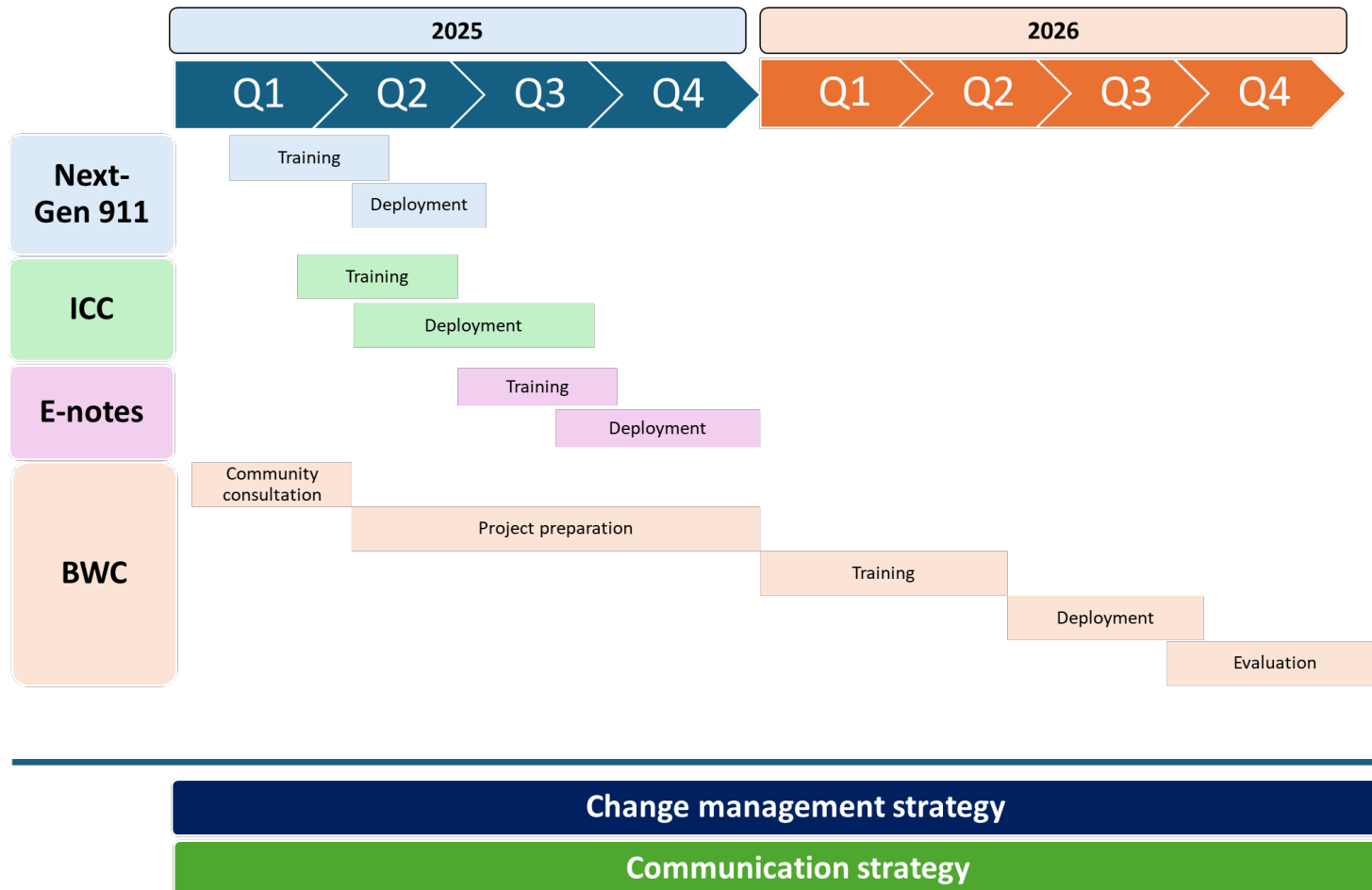
- Access to federal or provincial funding to offset financial constraints
- Strengthen trust and transparency with underrepresented or vulnerable groups
- Collaborate with other police services for standardization and knowledge sharing
- Leverage technological advancements to reduce costs and improve BWC functionality
- Utilize BWC data for evidence-based policy development and service improvement

## Threats

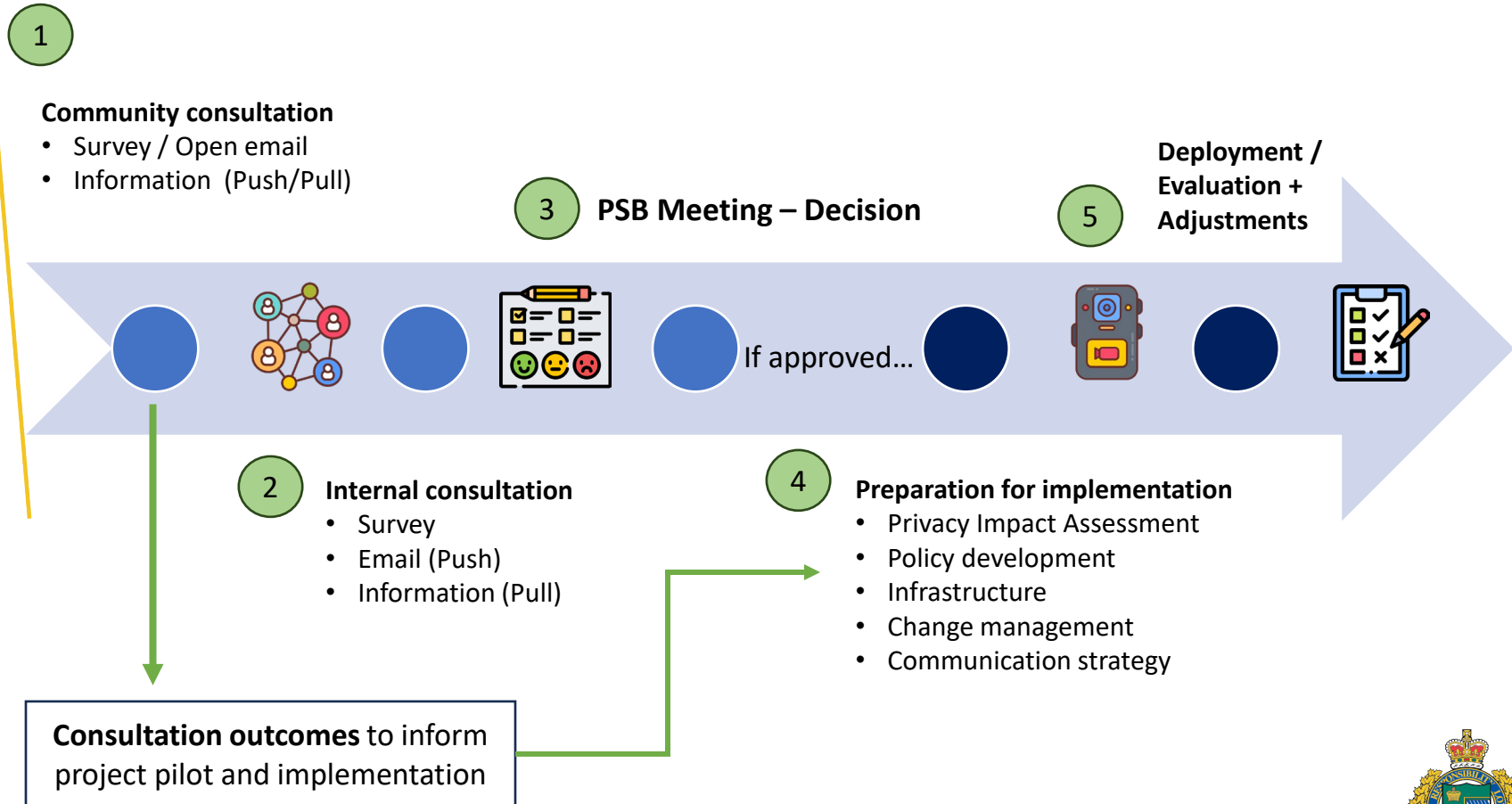
- Mismanagement of footage or non-compliance could damage public trust
- Risk of lawsuits due to misuse or breaches of privacy regulations
- Unrealistic community expectations for BWCs to address systemic issues
- Rapid technological changes requiring frequent upgrades and additional funding
- Data breaches or unauthorized access to sensitive footage



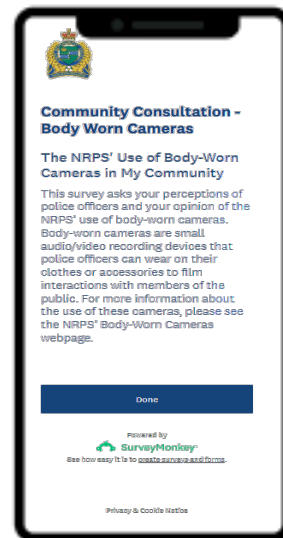
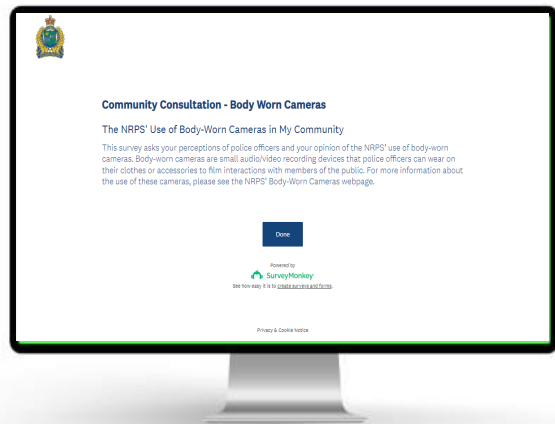
# MAJOR TECHNOLOGY PROJECTS ROADMAP



# BWC ROADMAP (PROPOSAL)



# COMMUNITY CONSULTATION PROCESS (PROPOSAL)



- 2-3 months of community consultation using an online survey and a dedicated email address
- Survey will include four sections:
  - Section 1 – Consent to participate
  - Section 2 – Perceptions of police
  - Section 3 – Perceptions of BWC
  - Section 4 – Statistical Information
- Data will be collected, classified and analyzed in categories
- A summary of findings will be presented during a PSB meeting and will inform the implementation



# STRATEGIC CONSIDERATIONS



# STRATEGIC CONSIDERATIONS

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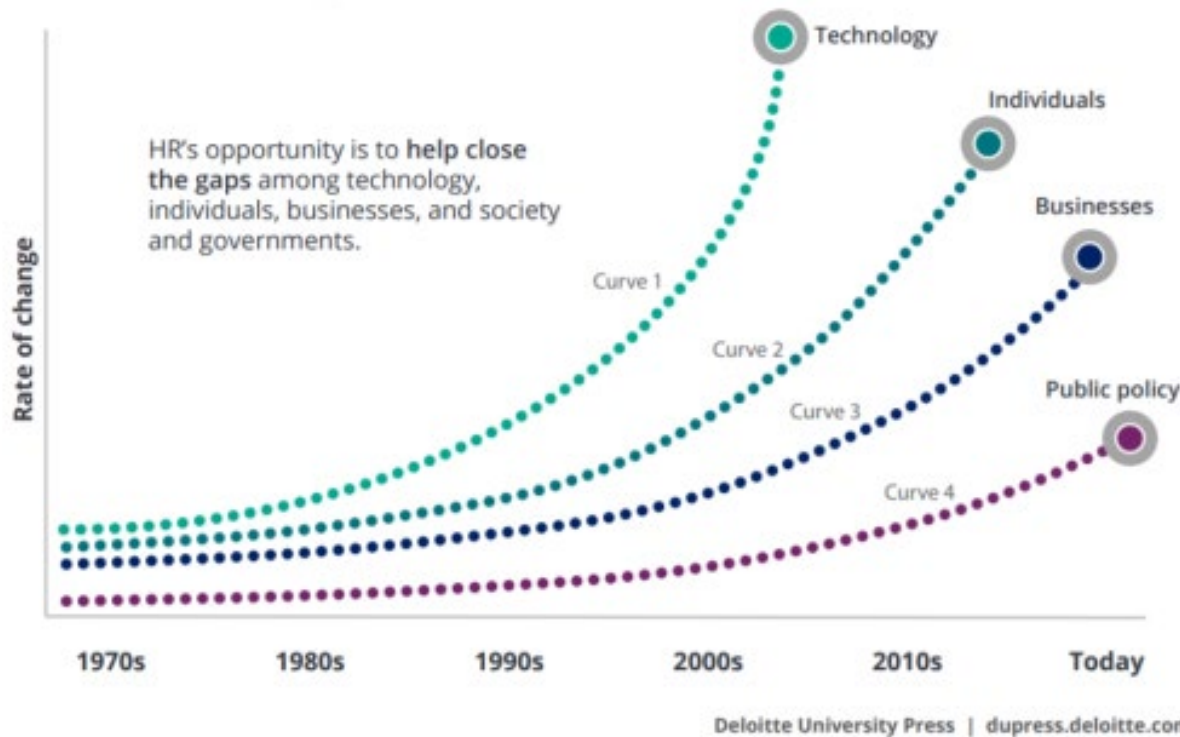
1. **Define** *expectations* for community consultation / identify *relevant* community partners
2. **Identify** organizational *champions* to lead the change management strategy
3. **Define** a clear *train the trainer* (TTT) approach to cascade training
4. **Unique** *point of contact to Q/A + troubleshoot* during pre-launch and initial launch
5. **Develop** an *evaluation mechanism* that allows NRPS to quickly incorporate changes and monitor implementation
6. **Realign** organizational structures to support effective implementation and realization of benefits



# STRATEGIC CONSIDERATIONS (Continued)

CSC-C 12-2025

Gap between Tech / People / Policy



Digital Disruption Is a People Problem. <https://sloanreview.mit.edu/article/digital-disruption-is-a-people-problem/>



# STRATEGIC CONSIDERATIONS (Continued 2)

## Financial considerations:

Description	Expense Type	Cost
<b>Hardware - Upfront Capital</b>	One-Time	\$ 950,015.66
<b>Software, Licenses, Maintenance, etc<sup>1</sup></b>	Annual – On-going	\$1,470,080.64
<b>Salary Costs</b>	Annual – On-going	814,106.19
<b>Total – Annual Costs</b>		\$2,284,186.83

### Note:

1. A minimum 5-year commitment is required for software, licenses, maintenance, support, services and warranties
2. In summary, the budget impact of implementing BWC based on the proposed timeline includes one-time capital costs of \$950,015.66 to be included in the 2026 capital budget, as well as annual operating costs of \$2,284,186.83 to be partially included in the 2026 operating budget, with the full impact included annually starting in 2027



# STRATEGIC CONSIDERATIONS (Continued 3)

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1. Police services must **prioritize technological advancement** to stay relevant and effective in the rapidly evolving landscape of community and public safety
2. The adoption of new technologies can serve as a **powerful catalyst for staff to maintain a culture of continuous learning and innovation**. Tools like BWCs could encourage officers and staff to explore how technology can streamline operations, enhance tactics, and inform strategic decision-making
3. Deploying **BWCs will inevitably influence the workflows of justice system, including Crowns, prosecutors, and courts**. While technological adoption within police services may drive these partners to adapt and modernize their own processes, it is critical to engage them proactively. Early collaboration and consultation will ensure smoother integration and alignment with justice-related procedures



# STRATEGIC CONSIDERATIONS

## (Continued 4)

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4. Existing Case Law **that speaks about the availability of technology** and decision of police services to not use technologies (refer to: R. v. Moore-McFarlane)
5. The success of the BWC implementation hinges on the active support and advocacy of frontline officers. **Identifying and empowering these members as champion leaders** can help mitigate resistance and foster broader acceptance across the service
6. Resistance to change is a natural challenge in any large-scale initiative. **Transparent communication, comprehensive training, and a clear articulation of the benefits of BWCs—**for officers, the public, and the justice system—will help build trust and reduce apprehension



# STRATEGIC CONSIDERATIONS (Continued 5)

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7. The future will see unprecedented advancements in technology, particularly with the rise of generative AI and other transformative tools. **BWC represent a foundational step toward embedding technology into everyday operations and creating a framework for future advancements**
8. Beyond operational benefits, BWCs play a pivotal role in building public confidence and enhancing transparency. **Visibly demonstrating a commitment to accountability and fair practices**, the service can strengthen its relationship with the communities it serves
9. A robust **evaluation framework** should accompany the implementation of BWCs, that is measuring key performance indicators—such as changes in complaint rates, use-of-force incidents, and case processing times—**we can assess the effectiveness of the technology and make informed adjustments as needed**



# SELECTED REFERENCES

- Ariel, B. (2016). Increasing Cooperation With the Police Using Body Worn Cameras. *Police Quarterly*, 19(3), 326–362. <https://doi.org/10.1177/1098611116653723>
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- Braga, A. (2017, September). Benefits of Body-Worn Cameras: New Findings from a Randomized Controlled Trial at the Las Vegas Metropolitan Police Department | Office of Justice Programs. *Www.ojp.gov*. <https://www.ojp.gov/ncjrs/virtual-library/abstracts/benefits-body-worn-cameras-new-findings-randomized-controlled-trial>
- Campeau, H., & Keesman, L. D. (2023). “Robocops” in the Making: Reframing Police–Citizen Interactions Through the Lens of Body-Worn Cameras. *The British Journal of Criminology*. <https://doi.org/10.1093/bjc/azad059>
- Ferrazares, T. (2023). Monitoring Police with Body-Worn Cameras: Evidence from Chicago. *Journal of Urban Economics*, 141, 103539. <https://doi.org/10.1016/j.jue.2023.103539>
- Goetschel, M., & Peha, J. M. (2017). Police Perceptions of Body-Worn Cameras. *SSRN Electronic Journal* . <https://doi.org/10.2139/ssrn.2944387>



# QUESTIONS?





## NIAGARA REGIONAL POLICE SERVICE Police Service Board Report

### PUBLIC AGENDA

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**Subject:** Use of Born Worn Cameras by Law Enforcement Agencies Update  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-01-13

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### Recommendation(s)

That the Niagara Regional Police Service Board (Board) receive this report for consideration of the implementation and deployment of Body-Worn Cameras (BWC) in 2026 and that the Board approve the recommendations contained in the report.

### Key Facts

- Over the last 10 years, the Board has received multiple updates regarding the implementation of Body-Worn Cameras (thereafter BWC) (see: Reports: 104-2015 (2015), 279-2016 (2016)).
- Most of the big 12 police services in Ontario have deployed BWC to support the operations and provide adequate and effective policing as mandated by the Community Safety and Policing Act.
- The body of knowledge and the academic and grey literature in this field is extensive and allows police services to access lessons learned to mitigate risk and challenges before, during, and after implementation. Some benefits of BWC include enhancements to transparency and accountability, reduction in use of force and complaints against police, and a strong evidentiary value. Some challenges are related to privacy concerns, officer and organizational resistance to change and operational and technical issues. Nonetheless, documented benefits outweigh the challenges.
- The Niagara Regional Police Service (NRPS) has extensive experience in successfully implementing technology and other modernization projects.

### Financial Considerations

In August of 2024, the Service received a non-binding budgetary estimate from Axon Public Safety Canada Inc. to assess the cost of BWCs with an estimated implementation date of Q4 2026. This estimate included the upfront capital cost, hardware maintenance and refresh, software and licenses, services, and warranties. In addition, the Service expects additional staffing requirements as a result of the implementation of BWCs. Based on consultations with other police services it is expected that 5 DEMS Clerks, 1 Equipment Hardware Technician, and 1 Sergeant would be required on an on-going basis.

A breakdown of the costs by type is as follows:

Description	Expense Type	Cost
Hardware - Upfront Capital	One-Time	\$ 950,015.66
Software, Licenses, Maintenance, etc. <sup>1</sup>	Annual – On-going	\$1,470,080.64
Salary Costs	Annual – On-going	\$814,106.19
Total – Annual Costs		\$2,284,186.83

\* A minimum 5-year commitment is required for software, licenses, maintenance, support, services, and warranties.

In summary, the budget impact of implementing body worn cameras based on the proposed timeline includes one-time capital costs of \$950,015.66 to be included in the 2026 capital budget, as well as annual operating costs of \$2,284,186.83 to be partially included in the 2026 operating budget, with the full impact included annually starting in 2027.

## Analysis

### Introduction

The NRPS has explored the adoption of BWCs to enhance transparency, accountability, and community trust in police operations. This initiative has been prioritized at the request of the Chief of Police, reflecting broader trends in policing and public expectations for increased accountability. The analysis provided herein examines the rationale, challenges, and strategic considerations for implementing BWC, along with a brief history of the matter's reviewed by the Board.

The adoption of BWC has been discussed at various levels within NRPS. Key milestones include:

- 2015 – PSB Report 104-2015: This report discussed benefits and concerns with current technology at the time, and it concluded that *“It is premature for the NRPS to explore the development of a BWC program.”*
- 2016 – PSB Report 279-2016: This report provided updates regarding the implementation of Body BWC and observed the challenges with technologies reported by Toronto Police Service (TPS) during their pilot project. It concluded that “NRPS will continue to monitor TPS pilot project implementation”.
- 2024 – NRPS engaged in communication with other police services across Canada to learn from their experiences and considered BWC as part of the 2026 budget discussions. Also, more evidence became available as more police services implemented BWC in Canada and the technology has become more

affordable and reliable than before, and evidence highlights the benefits that BWC have for important policing matters (e.g., improving courts procedures, reducing use of force incidents and complaints against the police, promoting accountability and transparency)

This report synthesizes findings from academic research, community sentiment analyses, and internal evaluations to determine NRPS's readiness for BWC implementation and recommends a path forward.

## **Background and Context**

### **Benefits of BWC**

**Transparency and Accountability:** BWC provide objective documentation of police-citizen interactions, improving public trust. Studies demonstrate an 88-93% reduction in citizen complaints, and a 28-59% reduction in use-of-force incidents (Ariel et al., 2015, 2016).

**Enhanced Evidence Collection:** BWC deliver high-quality visual and audio evidence that strengthens court proceedings, increasing prosecution success rates in cases like domestic violence. For instance, guilty pleas increased from 87% to 93% with BWC evidence (Iliadis et al., 2024).

**Officer Training and Professionalism:** BWC allow officers to review interactions, fostering self-improvement and adherence to protocols. Research indicates a 20% improvement in self-reported professionalism (Koen, 2019).

### **Challenges of BWC**

**Privacy Concerns:** Sensitive interactions, particularly involving vulnerable populations, may raise privacy issues (Milidragović, D., & Milić, N., 2024). Robust privacy policies and clear communication with the public are essential to mitigate this.

**Financial Implications:** Initial and ongoing costs for equipment, storage, and maintenance are significant (Poirier et al., 2023). However, potential savings from reduced litigation and complaints offer long-term offsets (Powell., 2023).

**Operational Resistance:** Some officers perceive BWC as intrusive or mistrust-inducing (Koslicki et al., 2023). Change management strategies will be critical to address resistance and ensure adoption.

### **Community Sentiments**

Community feedback indicates strong support for BWC, with 91% of respondents believing they enhance transparency (Sousa et al., 2015). However, concerns about privacy and the equitable use of recorded data remain. A proposed consultation process will gather insights and address these issues comprehensively.

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A summary of some of the academic studies discussing benefits and challenges is presented in included in the Appendix 1 Literature Review.

## **Discussion**

### **Organizational Readiness**

NRPS's strong IT infrastructure and history of successful technology implementation positions it well for BWC adoption. The service's existing processes will need adjustments to accommodate BWC data management and privacy requirements. Identifying organizational champions to lead this change will be pivotal.

### **Strategic Considerations**

- **Consultation Process:** A 2–3-month consultation phase will include online surveys and community outreach, ensuring broad community partners engagement.
- **Policy Development:** Clear guidelines on BWC activation, usage, and data retention will address privacy and operational concerns.
- **Training Programs:** Comprehensive training for officers, coupled with a “train-the-trainer” approach, will facilitate smooth implementation.

### **Recommendation**

Based on the analysis, subject to the Board assessment and approval, NRPS could be positioned to proceed with implementing BWC. The following steps are recommended:

1. Conduct a comprehensive community consultation process, inclusive of internal members to refine implementation strategies and learn from community sentiments regarding BWC.
2. Report findings to the Board to discuss the next steps. If supported:
3. Develop robust policies addressing privacy, operational protocols, and data management.
4. Initiate a phased rollout, leveraging pilot program insights and aligning with available academic evidence and best practices from other jurisdictions.

Following these steps will align NRPS with public expectations and enhance its commitment to accountability, transparency, and community trust.

### **Alternatives Reviewed**

In the context of this analysis, the only alternative identified is to not proceed with the implementation of BWC, thereby foregoing community consultation and maintaining the status quo. While this approach might avoid immediate challenges, it presents

significant long-term implications. Diverse studies highlight the growing gaps among technology, individuals, businesses, and public policy over time. When advancements like BWC are delayed, these gaps expand, making it increasingly difficult to align with evolving public expectations and operational standards.

Delaying implementation means falling behind as technology outpaces current practices, and police services lose opportunities to enhance transparency, efficiency, and accountability. Without BWC, the adaptation process for officers and the public is postponed, public trust in police services' commitment to modern practices is undermined, and valuable data-driven insights for improving community interactions are missed. Given that most large police services in Ontario have already adopted BWC, continuing with the status quo widens the technological and procedural divide, creating a gap that will be challenging to overcome. For these reasons, maintaining the status quo is not recommended.

### **Relationship to Police Service/Board Strategic Priorities**

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

### **Relevant Policy Considerations**

#### **Internal:**

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

#### **External:**

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

### **Other Pertinent Reports**

- 2015 – PSB Report 104-2015
- 2016 – PSB Report 279-2016

### **References:**

[2022-2025 Strategic Plan -Niagara Regional Police Service](#)

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**Appendices**

- Appendix 1 Literature review (Summary)
- Appendix 2 References
- Appendix 3 Status of BWC in Big 12 Police Services in Ontario, including OPP and RCMP

Study	Year	Study type	Outcomes	Benefits	Challenges	Notes	Theme
Couture-Carron, A., & Saulnier, A. (2025). "That Came Back to Haunt Me": Violence Against Women Survivors' Concerns About Police Use of Body-Worn Cameras. Journal of Interpersonal Violence. <a href="https://doi.org/10.1177/08862605241311610">https://doi.org/10.1177/08862605241311610</a>	2025	Qualitative study	The study on body-worn cameras (BWCs) identifies benefits such as increased police accountability, evidence generation, and convenience for survivors.		Challenges, including concerns about capturing trauma responses that could be used against survivors, reducing survivor comfort and willingness to report crimes, and contributing to revictimization and loss of control	Survivors express nuanced support for BWCs while emphasizing the need for careful consideration of their potential impacts on vulnerable populations	Increased Accountability and Transparency
Brigitte Poirier, Étienne Charbonneau, Rémi Boivin, Body-worn cameras and court proceedings: A qualitative study of police officers' expectations, Policing: A Journal of Policy and Practice, Volume 18, 2024, paae007, <a href="https://doi.org/10.1093/polic/paee007">https://doi.org/10.1093/polic/paee007</a>	2024	Qualitative exploratory study	Police officers' perceptions of body-worn camera usage in court.	Police officers are largely optimistic about the use of BWCs in court and expect their footage to serve as visual evidence, to replace portions of written reports, and corroborate their testimony	Officers worry that BWC footage could be used by defense lawyers to challenge report discrepancies, leading to substantial impacts on legal proceedings	Police officers are optimistic about using body-worn cameras in court, expecting footage to serve as visual evidence and corroborate their testimony, but worry about defense lawyers challenging report discrepancies.	Evidentiary Value in Legal Proceedings
Milidragović, D., & Milić, N. (2024). NBP. Nauka, bezbednost, policija, 29(2). <a href="https://doi.org/10.5937/nabepo29-48718">https://doi.org/10.5937/nabepo29-48718</a>	2024	Survey-based study	Mixed views on BWCs improving police actions, communication, and performance. Strong support (68.5%) for BWCs aiding in complaint resolution and fact-finding.	Potential for increased transparency and accountability; improved evidence collection.	Concerns about privacy, increased scrutiny, and the potential impact on officer discretion.	Polarized Views: Police officers are divided on whether BWCs will significantly improve their performance or communication with citizens. Importance of Training: Effective implementation of BWCs will require thorough training to address concerns and maximize benefits. Role in Accountability: BWCs can contribute to improving police accountability and transparency, especially in complaint resolution processes. Realistic Expectations: BWCs should be seen as a supplementary tool, not a standalone solution, to broader reforms in policing practices.	Increased Accountability and Transparency
Saulnier, A. (2024). Applied Police Briefings, 1. <a href="https://doi.org/10.22215/apb.v1i.4859">https://doi.org/10.22215/apb.v1i.4859</a>	2024	Survey-based study	Survey of Canadian police services reveals varied BWC policies; recommendation for a standardized national policy to promote evidence-based practice and public confidence.	Increased public trust; reduced resource wastage; decreased liability through shared standards.	Achieving consensus across diverse police services; adapting standardized policies to local contexts.		Increased Accountability and Transparency
Hamm, J. A., et al. (2024). Policing and Society. <a href="https://doi.org/10.1080/15614263.2024.2328664">https://doi.org/10.1080/15614263.2024.2328664</a>	2024	Experimental study	Body-worn cameras (BWCs) capture a narrower field of view compared to human visual attention, potentially missing contextual cues during police-citizen interactions.	BWCs provide objective recordings of interactions, enhancing transparency and accountability.	Limitations in capturing the full scope of an encounter; potential misinterpretation of events due to restricted perspective.		Increased Accountability and Transparency
Freemon, K. (2024). Policing: An International Journal, 47(6), 1179-1204. <a href="https://doi.org/10.1108/PIJPSM-02-2024-0018">https://doi.org/10.1108/PIJPSM-02-2024-0018</a>	2024	Quantitative study	Body-worn cameras (BWCs) and early intervention systems (EIS) effectively reduce officer misconduct across gender and racial groups.	Enhanced accountability and reduction in misconduct uniformly across diverse officer demographics.	Implementation and maintenance of BWCs and EIS; ensuring consistent application across all officer groups.		Increased Accountability and Transparency
Demir, M., & Apel, R. (2024). Recorded Justice or Procedural Justice? A Randomized Controlled Experiment of the Influence of Body Worn Cameras and Officer Behavior on Citizen Attitudes. Justice Quarterly, 1–35. <a href="https://doi.org/10.1080/07418825.2024.2425676">https://doi.org/10.1080/07418825.2024.2425676</a>	2024	Experimental study with cluster randomization using hypothetical vignettes.	- Procedural justice significantly affects citizens' perceptions of officer behavior, encounter attitudes, and general views of police and law. - Procedurally unjust behavior leads to more negative judgments than procedurally just behavior generates positive ones. - BWCs did not significantly alter attitudes or perceptions.	No discernible direct benefit in altering attitudes or perceptions in the context of the vignette.	BWCs did not buffer the negative effects of procedurally unjust policing. BWCs did not enhance the positive effects of procedurally just policing	Officer behavior has a greater influence on citizens' perceptions and attitudes than the presence of BWCs.	Procedural justice
Ferrazares, T. (2024). Monitoring Police with Body-Worn Cameras: Evidence from Chicago. Journal of Urban Economics, 141, 103539-	2024	A two-way fixed effects design	BWCs are associated with a 29% reduction in use-of-force complaints, driven by white officer-black civilian complaints.	a 34% reduction in officers reporting striking civilians and a large though less significant reduction in officer firearm usage, potential mechanisms for the reduction in complaints. Importantly, I find no change in officer injury or force from civilians.			Reduction in Use of Force and Complaints
Campeau, H., & Keesman, L. D. (2024). "Robocops" in the making: Reframing police-citizen interactions through the lens of body-worn cameras. British Journal of Criminology, 64(3), 744–760. <a href="https://doi.org/10.1093/bjc/azad059">https://doi.org/10.1093/bjc/azad059</a>	2024	Qualitative study	Perceptions of Dehumanization: Officers feel that body-worn cameras (BWCs) hinder their ability to build rapport with citizens, leading to interactions perceived as more "robotic" and less personal. Mechanized Policing: Officers report the necessity to act more "mechanically" to adhere strictly to protocols for case-building and use-of-force, reducing flexibility in interactions. Support for BWCs: Despite these challenges, all participants support BWC use, recognizing their value for protection in an era of heightened visibility and accountability pressures.	Accountability and Protection: BWCs are perceived as tools that enhance transparency and provide officers with protection against false allegations. Improved Evidence Collection: Video recordings support better case-building and documentation of use-of-force incidents.		BWCs reshape the nature of police-citizen interactions, often at the cost of rapport-building and human connection. Officers adapt their behavior to align with the expectations and scrutiny brought by video documentation. While BWCs introduce operational challenges, their benefits in terms of accountability and officer protection ensure widespread officer support.	Increased Accountability and Transparency
L'Hoiry, X., Santorso, S., & Harrison, K. (2024). Body-worn cameras and unintended consequences: A case study of a British police force. Police Journal (Chichester), 97(4), 658–675. <a href="https://doi.org/10.1177/0032258X231211177">https://doi.org/10.1177/0032258X231211177</a>	2024	Mixed-methods case study	Use-of-force incidents, citizen complaints against police.	Benefits: Improved transparency, accountability, and evidentiary support in prosecutions.	Challenges: BWCs led to increased workloads, reliance on video evidence, and constrained officer discretion in public interactions.	While BWCs enhance trust and provide valuable evidence, they also introduce operational challenges, including workload burdens and delays in prosecutorial processes. Comprehensive training and infrastructure are essential to balance expectations with practical realities.	Reduction in Use of Force and Complaints

Petersen, K., Papy, D., Mouro, A., & Ariel, B. (2023). The usage and utility of body-worn camera footage in courts: A survey analysis of state prosecutors. Journal of Empirical Legal Studies, 20(3), 534–569. <a href="https://doi.org/10.1111/jels.12358">https://doi.org/10.1111/jels.12358</a>	2024	Survey of 118 Miami-Dade prosecutors on body-worn camera (BWC) usage in court.	Utility: Limited usefulness in most cases, better for trials and motions to suppress than charging decisions. Usage: Footage introduced most often at trials and motions to suppress.	Supports evidence transparency and strengthens some cases (e.g., domestic violence, resisting arrest).	Challenges: Delayed access (>10 days for 79%), difficulty obtaining footage (62%), and poor quality	Streamlined access and better quality footage are needed to enhance BWC effectiveness in legal processes.	Procedural justice
Poirier, B., Charbonneau, É., & Boivin, R. (2023). The price tag of police body-worn cameras: officers' and citizens' perceptions about costs. Police Practice and Research, 25(2), 189–206. <a href="https://doi.org/10.1080/15614263.2023.2210726">https://doi.org/10.1080/15614263.2023.2210726</a>	2023	Mixed-Methods Study with an Exploratory-Explanatory Design			Police officers are skeptical about the cost-effectiveness of BWCs, emphasizing the need for careful evaluation of their financial sustainability and alignment with public priorities.	The study reveals that while public support for body-worn cameras (BWCs) is initially high, it declines when citizens are made aware of the financial trade-offs, such as potential cuts to social programs.	Officer Resistance and Perceptions
Iliadis, M., Harris, B., Vakhitova, Z., Flynn, A., & Tyson, D. (2023). Police Body-Worn Cameras as a Response to Domestic and Family Violence: Practitioner Insights Into the Consequences for Victim/Survivors.. Violence against women, 10778012231185541 . <a href="https://doi.org/10.1177/10778012231185541">https://doi.org/10.1177/10778012231185541</a> .	2023	Qualitative research study	Enhanced Evidence Collection: BWCs can provide real-time documentation of DFV incidents, potentially strengthening legal proceedings. Increased Surveillance: The presence of BWCs may lead to heightened surveillance of victim-survivors, raising concerns about their privacy and autonomy.	Improved Accountability: BWCs can promote police transparency and accountability during DFV interventions. Potential Deterrence: The knowledge that interactions are recorded may deter inappropriate behavior by both officers and perpetrators.	Privacy Concerns: Recording sensitive DFV situations can infringe on the privacy of victim-survivors, potentially causing additional trauma. Autonomy and Consent Issues: Victim-survivors may feel disempowered if recordings are made without their informed consent. Safety Risks: The existence of recordings could be exploited by perpetrators, posing further risks to victim-survivors.	While BWCs are intended to enhance police accountability and evidence collection in DFV cases, their use may inadvertently harm victim-survivors by compromising privacy, autonomy, and safety	Evidentiary Value in Legal Proceedings
Davies, A., & Krame, G. (2023). Policing: A Journal of Policy and Practice, 17, paad015. <a href="https://doi.org/10.1093/police/paad015">https://doi.org/10.1093/police/paad015</a>	2023	Mixed-methods study	Reduction in number of complaints received; decrease in upheld citizen complaints.	Enhanced efficiency in triaging complaint submissions; reported increase in officer morale.	Under-explored aspects of BWC impact on complaint processes and officer well-being.		Reduction in Use of Force and Complaints
Koslicki, W. M., Willits, D., & Simckes, M. (2023). Policing and Society. <a href="https://doi.org/10.1080/10439463.2023.2213804">https://doi.org/10.1080/10439463.2023.2213804</a>	2023	Quantitative study	Policies requiring officers to inform the public of recording (civilizing effect) and mandating activation during specific events (deterrence spectrum) are associated with reductions in fatal police use of force.	Enhanced transparency and accountability; potential reduction in fatal encounters.	Implementation and compliance with activation policies; potential resistance from officers.		Increased Accountability and Transparency
Cubukcu, S., Sahin, N., Tekin, E., & Topalli, V. (2023). Justice Quarterly. <a href="https://doi.org/10.1080/07418825.2023.2222789">https://doi.org/10.1080/07418825.2023.2222789</a>	2023	Quantitative study	Significant decrease in "not sustained" complaint outcomes; significant increase in "sustained" outcomes; reduction in racial disparities in complaint adjudications.	Enhanced evidence quality leading to more conclusive investigations; improved accountability and trust in police oversight processes.	Implementation costs; ensuring consistent use and proper management of BWC footage.		Reduction in Use of Force and Complaints
McClure, D., LaFrance, C., & Williams, W. (2023). Policing: A Journal of Policy and Practice. <a href="https://doi.org/10.1093/police/paad024">https://doi.org/10.1093/police/paad024</a>	2023	Qualitative study	Officers perceive BWCs as having a professionalizing effect; potential for increased passivity; concerns about being second-guessed.	Enhanced accountability; improved behavior during interactions.	Potential for decreased proactive policing; fear of external scrutiny.		Increased Accountability and Transparency
Adams, I., & Mastracci, S. (2023). First Monday. <a href="https://doi.org/10.5210/fm.v28i7.13243">https://doi.org/10.5210/fm.v28i7.13243</a>	2023	Qualitative study	Officers' decisions to review BWC footage before writing reports are influenced by ideological perspectives, technological limitations, and policy concerns; this practice affects how police-public interactions are documented.	Potential for more accurate and detailed incident reports; opportunity for self-assessment and training.	Risk of narrative manipulation; reliance on footage may overlook contextual nuances; policy ambiguities regarding report writing practices.		Increased Accountability and Transparency
Davies, A. (2023). Through an Australian Lens: Exploring the Impact of Body-Worn Cameras on Police–Community Relations. Policing : A Journal of Policy and Practice, 17. <a href="https://doi.org/10.1093/police/paac065">https://doi.org/10.1093/police/paac065</a>	2023	Quantitative study	The findings indicate a high level of optimism and positive experience with the impact of the use of BWCs, specifically as it relates to change of behaviour and transparency and accountability of police and members of the public	High level of optimism and positive experience with the impact of the use of BWCs			Improved Police-Citizen Interactions
Williams, M., Weil, N., Rasich, E., Ludwig, J., Chang, H., & Egrari, S. (2021). Body-Worn Cameras in Policing: Benefits and Costs. NBER Working Paper Series. <a href="https://doi.org/10.3386/W28622">https://doi.org/10.3386/W28622</a> .	2021	Systematic Review	Impacts on policing outcomes, benefit-cost ratio of body-worn cameras.	The benefit-cost ratio of body-worn cameras is 4.95.	NA	Body-worn cameras can improve police use of force and have a 4.95 benefit-cost ratio, potentially even paying for themselves from a government budget perspective.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Potential Cost Benefits
Gaub, J. (2021). Assessing the Utility of Body-Worn Cameras for Collegiate Police Agencies. Police Quarterly, 25, 118 - 148. <a href="https://doi.org/10.1177/10986111211037586">https://doi.org/10.1177/10986111211037586</a> .	2021	Mixed-methods research design		BWCs enhance transparency, evidence collection, officer behavior, and community trust	BWCs pose privacy concerns, resource demands, technical issues, and policy complexities		Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Wright, J. E., & Headley, A. M. (2021). Can Technology Work for Policing? Citizen Perceptions of Police-Body Worn Cameras. The American Review of Public Administration, 51(1), 17-27. <a href="https://doi.org/10.1177/0275074020945632">https://doi.org/10.1177/0275074020945632</a>	2021	Qualitative exploratory study	Positive Perceptions: Residents believe body-worn cameras (BWCs) should improve officer behavior and increase police legitimacy. Limitations: BWCs are not perceived as tools that will increase trust between police and the community; Structural and systemic issues underlying mistrust remain unaddressed by the technology.	Improved accountability and transparency in police interactions. Potential enhancement of police legitimacy in the eyes of the public.	Limited impact on rebuilding trust between police and communities. Potential overreliance on technology without addressing deeper social and institutional issues. Need for collaborative strategies and policies to maximize the effectiveness of BWCs.	The main takeaway is that while body-worn cameras (BWCs) are perceived as tools to improve police behavior and legitimacy, they alone are insufficient to rebuild trust between police and communities. Addressing systemic and structural issues requires collaborative strategies beyond technological adoption.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings

Miranda, D. (2021). Body-worn cameras 'on the move': exploring the contextual, technical and ethical challenges in policing practice. Policing and Society, 32(1), 18–34. <a href="https://doi.org/10.1080/10439463.2021.1879074">https://doi.org/10.1080/10439463.2021.1879074</a>	2021	Systematic Review and Meta-analysis	Enhanced Evidence Collection: BWCs provide real-time documentation of incidents, potentially strengthening legal proceedings. Improved Accountability: The presence of BWCs may promote transparency and appropriate conduct during police interventions.	Corroborative Evidence: Footage from BWCs can serve as crucial evidence in court, supporting victim-survivor testimonies. Deterrence of Misconduct: Knowing that interactions are recorded may deter inappropriate behavior by both officers and perpetrators.	Privacy Concerns: Recording sensitive situations can infringe on the privacy of individuals, potentially causing additional trauma. Consent Issues: Individuals may feel disempowered if recordings are made without their informed consent. Safety Risks: The existence of recordings could be exploited by perpetrators, posing further risks to individuals.		Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Hansen Löfstrand, C., & Backman, C. (2021). Control or protection? Work environment implications of police body-worn cameras. New Technology, Work and Employment, 36(3). <a href="https://doi.org/10.1111/ntwe.12201">https://doi.org/10.1111/ntwe.12201</a>	2021	Review paper	Limited attention to work environment implications for police officers using BWCs.	Potential for improved officer safety and accountability.	Concerns about increased surveillance and impact on officer autonomy.		Improved officer safety and accountability.
Young, J., & Puckett, A. (2020). Body-Worn Cameras and Policing. Criminology. <a href="https://doi.org/10.1093/obo/9780195396607-0289">https://doi.org/10.1093/obo/9780195396607-0289</a> .	2020	Systematic Review	Police-citizen interactions, perceptions of BWCs, officer compliance, organizational effects, costs and benefits of BWCs.	Body-worn cameras in policing can increase legitimacy and accountability	Their costs and benefits must be considered in relation to the overall impact on citizens and officers.	Body-worn cameras (BWCs) are widely recognized for enhancing police accountability and transparency. They provide a visual and audio record of police interactions, which can be crucial in investigations and court proceedings. This transparency is believed to improve police legitimacy and reduce citizen complaints	Increased Accountability and Transparency
Koen, M., & Willis, J. (2020). Making sense of body-worn cameras in a police organization: a technological frames analysis. Police Practice and Research, 21, 351 - 367. <a href="https://doi.org/10.1080/15614263.2019.1582343">https://doi.org/10.1080/15614263.2019.1582343</a> .	2020	Qualitative study	Diverse views on BWC purpose and use.	Increased accountability and Improved evidence collection.	Resistance to change */ Logistical and technical issues.		Increased Accountability and Transparency
Ariel, B., Sutherland, A., & Sherman, L. W. (2020). Australian & New Zealand Journal of Criminology, 53(1), 61–79. <a href="https://doi.org/10.1177/0004865820976190">https://doi.org/10.1177/0004865820976190</a>	2020	Quantitative study	Analysis of BWC activation metadata can identify patterns in officer behavior; potential to link activation patterns with complaint occurrences.	Improved monitoring of officer compliance; enhanced ability to address misconduct proactively.	Ensuring accurate and consistent metadata collection; addressing privacy concerns.		Increased Accountability and Transparency
Crow, M., Snyder, J., Crichlow, V., & Smykla, J. (2017). Community Perceptions of Police Body-Worn Cameras. Criminal Justice and Behavior, 44, 589 - 610. <a href="https://doi.org/10.1177/0093854816688037">https://doi.org/10.1177/0093854816688037</a> .	2017	Survey and data analysis	Perceptions of body-worn cameras.	A majority supported body-worn cameras	Privacy concerns reduced perceived benefits	Most residents support the use of police body-worn cameras, with positive perceptions of performance and more police interaction leading to greater perceived benefits, while privacy concerns reduce perceived benefits.	Reduction in Use of Force and Complaints
Goetschel, M., & Peha, J. (2017). Police Perceptions of Body Worn Cameras. American Journal of Criminal Justice, 42, 698-726. <a href="https://doi.org/10.2139/SSRN.2944387">https://doi.org/10.2139/SSRN.2944387</a> .	2017	Survey and data analysis	Police perceptions of body-worn cameras.	NA	Support for BWCs increased from 31% to 57% among officers with hands-on experience.	Police officers with hands-on experience in body-worn camera technology have increased support for implementing them, but their support decreases among those without experience.	Officer Resistance and Perceptions
Braga, A. (2017, September). Benefits of Body-Worn Cameras: New Findings from a Randomized Controlled Trial at the Las Vegas Metropolitan Police Department   Office of Justice Programs. Www.ojp.gov. <a href="https://www.ojp.gov/ncjrs/virtual-library/abstracts/benefits-body-worn-cameras-new-findings-randomized-controlled-trial">https://www.ojp.gov/ncjrs/virtual-library/abstracts/benefits-body-worn-cameras-new-findings-randomized-controlled-trial</a>	2017	Randomized controlled trial	Impacts on policing outcomes, benefit-cost ratio of body-worn cameras.	1) Enhanced transparency and accountability in police operations; 2) reduction in the use of force by police officers and a decrease in citizen complaints, suggesting that BWCs can positively influence police-citizen interactions; 3) potential of BWCs to aid in the prosecution of cases by providing reliable evidence, thereby improving the efficiency of the criminal justice process			Increased Accountability and Transparency
Morrow, W., Katz, C., & Choate, D. (2016). Assessing the Impact of Police Body-Worn Cameras on Arresting, Prosecuting, and Convicting Suspects of Intimate Partner Violence. Police Quarterly, 19, 303 - 325. <a href="https://doi.org/10.1177/1098611116652850">https://doi.org/10.1177/1098611116652850</a> .	2016	Controlled experimental study	Arrest, prosecution, and conviction rates in IPV cases.	BWCs increased arrests, charges, guilty pleas, and verdicts in IPV cases.	NA	Police body-worn cameras are more effective in arresting, prosecuting, and convicting intimate partner violence offenders compared to non-camera cases.	Increased Accountability and Transparency; Reduction in Use of Force and Complaints; Evidentiary Value in Legal Proceedings
Ariel, B. (2016). Increasing Cooperation With the Police Using Body Worn Cameras. Police Quarterly, 19, 326 - 362. <a href="https://doi.org/10.1177/1098611116653723">https://doi.org/10.1177/1098611116653723</a> .	2016	Controlled experimental study	Willingness to report crimes.	BWCs increased crime reporting in low crime density residential areas.	NA	Body Worn Cameras increase the willingness to report crimes to the police in low crime density residential street segments, but have no discernible effect in hotspot areas.	Improved Police-Citizen Interactions
Boston Police Department. 2016. "Body-Worn Camera Pilot Program Policy." Boston, Massachusetts, July 12. <a href="https://www.bwccorecard.org/static/policies/2016-07-12%20Boston%20-%20BWC%20Policy.pdf">https://www.bwccorecard.org/static/policies/2016-07-12%20Boston%20-%20BWC%20Policy.pdf</a>	2016	Randomized controlled trial	This involves police officers wearing cameras on their uniforms to improve the civility of their interactions with citizens.			The findings reveal that BWCs significantly reduce both citizen complaints and police use of force, although they do not notably affect officer activity or discretion. Additionally, the study identifies significant spillover effects, with reductions in citizen complaints observed among control officers in districts where BWCs were deployed. This suggests that even partial implementation of BWCs can have a deterrent effect, as both officers and citizens may perceive a heightened risk of inappropriate behavior being recorded.	Reduction in Use of Force and Complaints

Appendix 1 Literature review (Summary)

Smykla, J., Crow, M., Crichlow, V., & Snyder, J. (2015). Police Body-Worn Cameras: Perceptions of Law Enforcement Leadership. American Journal of Criminal Justice, 41, 424 - 443. <a href="https://doi.org/10.1007/s12103-015-9316-4">https://doi.org/10.1007/s12103-015-9316-4</a> .	2015	Survey and data analysis	Law enforcement leadership attitudes toward body-worn cameras.	NA	Command staff believe BWCs will make police more reluctant to use necessary force.	Law enforcement command staff believe body-worn cameras will impact officers' decisions to use force and make them more reluctant to use force, with public support and media pressure driving their adoption.	Officer Resistance and Perceptions
Ariel, B., Farrar, W., & Sutherland, A. (2015). The Effect of Police Body-Worn Cameras on Use of Force and Citizens' Complaints Against the Police: A Randomized Controlled Trial. Journal of Quantitative Criminology, 31, 509-535. <a href="https://doi.org/10.1007/S10940-014-9236-3">https://doi.org/10.1007/S10940-014-9236-3</a> .	2015	Randomized Controlled Trial	Use-of-force incidents, citizen complaints against police.	Body-worn cameras halved use-of-force incidents and reduced complaints from 0.7 to 0.07 per 1,000 contacts.	NA	Body-worn cameras significantly reduce the likelihood of use-of-force and citizens' complaints against the police in police-public encounters.	Reduction in Use of Force and Complaints
Coudert, F., Butin, D., & Métayer, D. (2015). Body-worn cameras for police accountability: Opportunities and risks. Comput. Law Secur. Rev., 31, 749-762. <a href="https://doi.org/10.1016/J.CLSR.2015.09.002">https://doi.org/10.1016/J.CLSR.2015.09.002</a> .	2015	Comparative policy analysis and literature review study	The study highlights the global expansion of body-worn cameras, their role in enhancing police accountability, and the associated privacy and adoption challenges across different countries.			Police body-worn cameras can improve accountability and reduce violence, but they also pose privacy threats and may lead to function creep.	Reduction in Use of Force and Complaints

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## Appendix 2 - References used to prepare report

### Pilot Projects and Evaluations

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### Appendix 3 Status of BWC in Big 12 Police Services in Ontario, including OPP and RCMP

Police Service	Status of Body-Worn Cameras
<b>Toronto Police Service</b>	<b>Implemented.</b> Conducted a pilot project in 2015-2016; service-wide implementation recommended. <a href="https://www.tps.ca/use-technology/body-worn-cameras/">https://www.tps.ca/use-technology/body-worn-cameras/</a>
<b>Peel Regional Police</b>	<b>Implemented:</b> Deployed BWCs to front-line officers. <a href="https://www.peelpolice.ca/en/in-the-community/body-worn-cameras-faqs.aspx">https://www.peelpolice.ca/en/in-the-community/body-worn-cameras-faqs.aspx</a>
<b>York Regional Police</b>	Not implemented yet. YRP continues to monitor its deployment. <a href="https://yrp.ca/en/about/resources/2023-to-2025-York-Regional-Police-IT-Strategy.pdf">https://yrp.ca/en/about/resources/2023-to-2025-York-Regional-Police-IT-Strategy.pdf</a>
<b>Ottawa Police Service</b>	Continues to evaluate its deployment until at least 2026 citing budget constrains. <a href="https://www.ottawapolice.ca/en/who-we-are/resources/Documents/2025-Budget/Budget-Report-2025.pdf">https://www.ottawapolice.ca/en/who-we-are/resources/Documents/2025-Budget/Budget-Report-2025.pdf</a>
<b>Durham Regional Police</b>	<b>Fully deployed</b> to frontline officers <a href="https://www.drps.ca/pages/body-worn-camera-project/">https://www.drps.ca/pages/body-worn-camera-project/</a>
<b>Halton Regional Police</b>	Ongoing pilot project and deployment of 24 BWC <a href="#">Microsoft PowerPoint - HRPS Police Video Program Update - Feb 2024</a>
<b>Hamilton Police Service</b>	Recently received PSB approval to deploy BWC service wide, starting with front line units and deployment will roll out 500 cameras, finishing in May 2025. <a href="https://www.hamiltonpsb.ca/media/xh4ntqkr/p-025-use-of-body-worn-cameras.pdf">https://www.hamiltonpsb.ca/media/xh4ntqkr/p-025-use-of-body-worn-cameras.pdf</a>
<b>Niagara Regional Police</b>	Not implemented
<b>Waterloo Regional Police</b>	<b>Implemented.</b> Full deployment of BCW to frontline expected in 2025, after completing a 16-month pilot project in 2023. ( <a href="#">Body-Worn and In-Car Camera Pilot Project - Waterloo Regional Police Service</a> )
<b>London Police Service</b>	Not implemented yet. Request for funding included in 2025, 2026, 2027 budget. <a href="https://www.londonpolice.ca/en/services/resources/2021-">https://www.londonpolice.ca/en/services/resources/2021-</a>

	<a href="#">Remediated-by-Esol/23-90-2024-2027-Operating--Capital-Budgets---FINAL.pdf</a>
<b>Windsor Police Service</b>	Ongoing deployment. 26 BWC were deployed between June 3 and September 2, 2024. Expansion to front line patrol will continue in 2025- <a href="https://windsorpolice.ca/newsroom/news-update/2024-10-22-update-1">https://windsorpolice.ca/newsroom/news-update/2024-10-22-update-1</a>
<b>Greater Sudbury Police</b>	Will begin with 30 officers in Emergency Response Unit and Traffic Management Unit in January 2025. <a href="https://www.gsps.ca/en/about-gsps/resources/GSPSB-Public-Agenda_Oct-16-2024.pdf">https://www.gsps.ca/en/about-gsps/resources/GSPSB-Public-Agenda_Oct-16-2024.pdf</a>
<b>RCMP</b>	National deployment of BWC started on November 18, 2024. 1,000 front lines, per month over eight months (i.e., 90 per cent of frontline members will be using body-worn cameras and full deployment will be complete in the next 12-18 months). Community survey released in May 2023. <a href="https://rcmp.ca/en/body-worn-cameras/survey-rcmps-use-body-worn-cameras-my-community">https://rcmp.ca/en/body-worn-cameras/survey-rcmps-use-body-worn-cameras-my-community</a>  <a href="https://rcmp.ca/en/news/2024/11/rcmp-begins-national-deployment-body-worn-cameras">https://rcmp.ca/en/news/2024/11/rcmp-begins-national-deployment-body-worn-cameras</a>
<b>OPP</b>	Conducted an evaluation study in 2021. Released request for bid in 2023 to equip OPP with 12,448 BWC



**Administration**

Office of the Regional Clerk

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March 27, 2025

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

***SENT ELECTRONICALLY***

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

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

**Minute Item 6.2**

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

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

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

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

Yours truly,

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

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