

AGENDA

Bridgewater Board of Police Commissioners

September 4th, 2025 @ 5:30 PM

Community Room – Bridgewater Police Service

Order

Additions/Deletions to Agenda

Land Acknowledgement

Acknowledged that the Town of Bridgewater is in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people.

Declaration of Conflict of Interest

Minutes

25-025 July 2025

Correspondence & Information

25-023 Board Vacancy Update – Reappointment of Board Chair Lipsett

25-024 BPS Monthly Report

25-025 2024 Annual Report – Office of the Police Complaints Commission

25-026 2024 Annual Report – SIRT

Unfinished/Old Business

NSCPA & NSAPG Fall Conference. Deadline Extended to Sept 10th. 3 Spots Reserved

Policing Standards & Policing Review

25-027 DEIA – Diversity Equity Inclusion Accessibility

Applicants for Board Vacancy

New Business

25-028 Recommendation – Budget Consideration for Additional Video Cameras Downtown

Sundry

Next Meeting

October 2nd, 2025

Adjournment

There will be an In-Camera meeting held immediately following this meeting to deal with matters under the Municipal Government Act, Section 22 (2) (c), 22 (2) (f)

MINUTES
BRIDGEWATER BOARD OF POLICE COMMISSIONERS
July 17th, 2025

Minutes of the Regular Meeting of the Bridgewater Board of Police Commissioners held on July 17th, 2025 the Bridgewater Police Service, 45 Exhibition Drive, Bridgewater, NS commencing at 5:30 pm with Board Vice Chair Cheryl Fougere presiding.

In attendance: Commissioners Palma Champoux, David Mitchell, Diane Spencer,

Regrets: Mike Conklin

Also present: Chief Feener, Deputy Chief Danny MacPhee, Deputy CAO Mark Flint, Recording Secretaries Patty Sleep & Jillian Croft.

Guests: Diversity Staff from MODL Gem Roberts, 1 member of the General Public.

ORDER

Call to order: 5:30PM. Vice Chair Fougere

ADDITIONS/DELETIONS

CAPG voting
Fall conference
Training – Gem Roberts, Diversity

LAND ACKNOWLEDGEMENT

Vice Chair Fougere acknowledges, the Town of Bridgewater is in Mi'kma'ki, the ancestral territory of the Mi'kmaq people.

DECLARATION OF CONFLICT OF INTEREST

None

TRAINING

Presenter: Gem Roberts, Diversity Coordinator (MODL)

- Shared her role and services offered to the Municipality.
- Background in Social Innovation and Community Navigation.
- Emphasized collective goal-setting based on community needs and wants.
- Question: *What is the biggest barrier to stronger community relationships?*

Key Responses:

- Chief Feener: Language barriers have been a challenge; translation services are now in place.

- D/Chief MacPhee: Cultural understanding, education on racism, and navigating multigenerational families are key. Some racist incidents are not criminal, making enforcement difficult.
- Both chiefs emphasized the need to build community trust.

Board Inclusion:

- Deputy CAO Mark Flint: Advocated for adding a board member from a diverse background.
- Suggested using Gem's network to promote future board openings to encourage broader representation.

MINUTES

25-023

Moved by Commissioner Mitchell and seconded by Commissioner Champoux to approve the Minutes of the April 3rd, 2025 regular meeting as amended. Motion Carried.

CORRESPONDENCE & INFORMATION

Recognition Email

doc# 25-018

A recognition email was received from the public expressing gratitude for the time Bridgewater Police Service officers spent with the caller's son.

D/Chief MacPhee provided background on the call, noting the positive police interaction and follow-up by BPS members. Cst. Childs recently attended specialized training which assisted during the nature of the call.

Board Vacancy Update

- Board Vacancy posting will be managed through Amanda Shupe.
- Discussion on candidate profile; Orientation booklet available.
- Commissioner Mitchell requests 2 members, one civilian and one from the Department of Justice (DOJ).
- DOJ to decide on Lipsett's reappointment on August 5, 2025; Commissioner Mitchell and Chief Feener had separate meetings with DOJ.
- D/Chief MacPhee supports retention, Commissioner Mitchell and Chief Feener suggests moving forward.
- Commissioner Spencer noted the previous application was hard to find and suggests it be advertised on other sites.
- Commissioner Mitchell wants to encourage more applications.

- Proposed board composition: 3 community members, 3 council members, 2 DOJ members.
- Deputy CAO Flint suggests adding competencies to the posting (unspecified).
- NSCPA & NSAPG Joint Fall conference being held at Digby Pines (Oct 15-17); 3 rooms being reserved for PC. Vice Chair Fougere, Commissioner Mitchell, and Commissioner Champoux interested.
- CAPG seeking voting member for responsibilities to include attending virtual meetings or handle proxy votes. – No volunteers.

OLD/UNFINISHED BUSINESS

Strategic Plan Update

Chief Feener and D/Chief MacPhee spoke today with CAO and D/CAO regarding the Strategic Plan. An update is expected by late summer or early fall. Would be beneficial to have vacancy filled prior to Strategic Plan discussions.

NEW BUSINESS

Provincial Policing Review Updates

- Chief Feener noted limited advance information received before the Provincial Policing Review was released by Minister Durham; only a 7-minute briefing was given just prior to the public announcement.
- Since the announcement, a one 1-hour meeting was held to discuss concerns but no clear answers; topic remains difficult with limited information.
- Document 25-020: DOJ Auditor requested BPS policies by Aug 1, 2025. Media response drafted addressing Chiefs' concerns.
- BPS currently meets DOJ standards.
- Ongoing discussions on specialized services and negotiating MOUs with RCMP, but changes remain unclear.
- Status quo maintained for BPS; frequent meetings ongoing; RCMP facing vacancies and funding unknown.
- New policing standards seen as potentially unattainable.
- Specialized units (e.g., K-9, Ident) critical to community safety.
- RCMP K-9 call-out protocol historically restrictive.
- Commissioner Mitchell had positive discussion with Minister Durham about six foundational pillars (e.g., unified records system) viewed as beneficial.
- Commissioner Mitchell urged to separate these foundational changes from other controversial recommendations lacking data support.
- Deloitte report advises against single-agency policing model for fairness; MOUs remain important.
-

- Commissioner Mitchell stressed the community size was underreported in review; hopes for clarification at upcoming NSFM meeting on Aug 14, 2025 meeting with DOJ, Deloitte, and Ministers.
- Board will get more detailed info by September; tough questions expected.
- Specialized services split between Provincial and Federal responsibilities; Federal services include Digital Forensics, Explosives, National Security, etc., often with long turnaround times.
- BPS requested Provincial funding support for faster Digital Forensic technology.
- Multiple ongoing meetings; Chief Feener and D/MacPhee engaged daily.
- Minister Durham did not provide a timeline; however, open to dialogue and recognizes complexity.

Letter from Virginia Brooke, President of NSAPG

doc#25-019

More info for the board. NSAPA as a whole sent a letter to the Minister regarding concerns and lack of information.

Memo from Chris MacNeil, Dept of Justice

doc#25-020

- Being directing by DOJ to provide BPS Standards by August 1, 2025. Believe this deadline may be extended to September 1, 2025.
- D/Chief MacPhee states BPS standards exist; finalization is pending answers to questions in review.
- Board requests a chart comparing BPS Operations, Standards, and compliance status.
- Preliminary report notes BPS meets most MOUs and standards but require BPS to draft specific policies (e.g., Federal Counter Terrorism role and info sharing).
- Deputy CAO Flint inquired about compliance with standards and methods.
- Commissioner Spencer questions if RCMP standards apply and who sets the standards.
- Chief Feener notes a one-year period for changes post-audit.
- Commissioner Mitchell believes the adjustment period is six months.

BPS Monthly Report

doc#25-021

- Document circulated to the Board; Chief Feener notes it's a new format, mainly with statistics and asks if changes or additional information are needed.
- Board feedback: current content is good; spring has been busy with complex calls and large investigations.
- Going forward, board members request quarterly breakdowns of calls for service.
- Examples of the breakdowns requested:
 - Motor Vehicle Accidents (injury vs. non-injury)
 - Robbery and sexual assaults (more detailed categories)
 - Theft (commercial vs. personal)
 - Gas-and-go incidents (NSLC, retail vs. personal crime)
 - Mutual aid calls (fire services)
 - Domestic calls (including intimate partner violence with secondary coding)
 - Identification of youth crimes if possible.

Other updates:

- Vehicle lease bought out (Capital)
- Range upgrade
- Body Worn camera policy update
- Internet Child Exploitation (ICE) computer purchased
- PAT ticketing system purchased
- License plate reader FOIP and logistics access
- WCB update discussed in camera

Specialized Service List

doc#25-022

See above

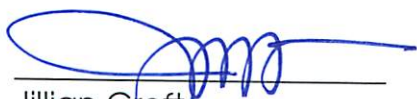
NEXT MEETING

The next meeting is scheduled for Thursday, September 4th, 2025.

ADJOURNMENT

25-024

Moved to adjourn regular meeting by Vice Chair Fougere and seconded by Commissioner Mitchell. Motion carried.


Jillian Croft
Recording Secretary


Cheryl Fougere
Vice Chair



25 - 023

**Attorney General
Justice
Office of the Minister**

PO Box 7, Halifax, Nova Scotia, Canada B3J 1T0 • Telephone 902 424-4044 • JustMin@novascotia.ca

August 12, 2025

Via Email: darrenlipsett@bridgewaterinsurance.ca

Darren Lipsett
270 Glen Allan Drive
Bridgewater, NS B4V 4A4

Dear Darren Lipsett:

Re: Reappointment to the Bridgewater Board of Police Commissioners

As Minister responsible for the Municipal Boards of Police Commissioners, I am pleased to advise you of your reappointment to the Bridgewater Board of Police Commissioners. The particulars of your reappointment are as follows:

MA # 25-0350

Effective date: August 5, 2025

Term: Three (3) years concluding August 4, 2028

As you know from your time on the Board, Police Commissioners play an essential role in guiding civilian oversight and ensuring that our policing approach continues to reflect the values and priorities of the community.

Thank you for your continued willingness to serve in this capacity.

Becky Druhan
Attorney General and Minister of Justice

cc: Charcy Marchand, Director, Public Safety and Policing, Justice
Tammy Crowder, Chief Administrative Officer, Town of Bridgewater
William Trask, Executive Director, Policy and Information Management, Justice
Shawn Mosher, Governance and Accountability Unit, Executive Council Office



**Executive Council
Ministerial Appointment**

MA 25-0350

Pursuant to Section 44 of Chapter 31 of the Acts of 2004, the *Police Act*, the undersigned has the honour to:

- a) appoint Roy Stagg of Annapolis County as a member of the Annapolis Royal Board of Police Commissioners for a term of three years commencing August 5, 2025;
- b) appoint Brian Carter of Halifax Regional Municipality as a member of the Halifax Regional Municipality Board of Police Commissioners for a term of three years commencing August 5, 2025;
- c) reappoint Darren Lipsett of Lunenburg County as a member of the Bridgewater Board of Police Commissioners for a term of three years commencing August 5, 2025; and
- d) reappoint Noelle Gouthro of Cape Breton Regional Municipality as a member of the Cape Breton Regional Municipality Board of Police Commissioners for a term of three years commencing August 5, 2025.

Signed at Halifax, Nova Scotia this 12 Day of August, 2025.



Honourable Becky Druhan
Attorney General and Minister of Justice



25 - 024

Monthly Report

July, August - 2025

Chief's Update

Capital:

New Vehicle being built early September, delivery for late fall.

Operational:

Administrative staff have had training with the new payroll and time management system. Roll out to general staff has started to educate and train. Full onboarding sometime in September

Roll out of new Language in Motion – Interpreter Service, is available to Officers and Communication Technicians.

Management continues to work with WCB to assists with managing staff and return to work plan. Details to follow In Camera.

All equipment and hardware for PAT and Electronic Ticketing has been purchased. IT is currently working through our security agreement with the RCMP in Ottawa to obtain access.

Administrative:

We have had a Constable resign and lateral to the RCMP in August. We are currently accepting application for a number of Constable Positions. This will be updated further in camera.

Training

New Time Scheduler/Payroll

Chief Feener, Dept Chief MacPhee, Office Administrator Jillian Croft

APA Graduation

Chief Feener attended the APA Graduation in August. Presented the BPS Sponsor Award to the top Graduated for the highest grade in Law.

DEIA

Office Administrator Jillian Croft



Calls for Service

July 1 – Aug 25, 2025 Total calls: 809

Call Type	Total
Other Federal Statutes – Firearms Act	
Firearms Act – Other Activities	1
Other Criminal Code	
Failure to comply with Undertaking	6
Failure to comply with appearance notice of summons	2
Other Criminal Code - Offensive Weapons	
Weapons possession contrary to order and fail to surrender authorization	1
Possession of weapon for dangerous purpose	3
Crimes Against the Person – Sexual Offences	
Sexual Assault	2
Invitation to sexual touching	1
Crimes Against the Person – Robbery/Extortion/Harassment/Threats	
Robbery – other offences	1
Criminal Harassment	3
Uttering threats against a person	7
Crimes Against the Person – Kidnapping/Hostage/Abduction	
Forcible confinement	2
Crimes Against the Person – Assaults (excluding sexual assaults)	
Assault with Weapon or Causing Bodily Harm	3
Assault	9
Administering noxious thing	2
Crimes Against Property – Theft Under \$5,000	
Other theft under \$5,000	34
Theft under or equal to \$5,000 from a motor vehicle	2
Theft under or equal to \$5,000 – Shoplifting	21
Crimes Against Property – Theft over \$5,000	
Other theft over \$5,000	1
Theft over \$5,000 – Shoplifting	1
Theft of car	1
Theft of sports utility vehicle (SUV)	2
Theft of other motor vehicle	1



Crimes Against Property – Mischief	
Mischief – damage to property (except motor vehicle)	6
Mischief to motor vehicle	10
Common Police Activities – Related Police Activities	
Suspicious Person/Vehicle/Property	33
False Alarms	50
Breach of Peace	22
Traffic Offences – Traffic Accidents	
Non – Fatal Injury	4
Property Damage – Reportable	17
Property Damage – Non - Reportable	11
Traffic Offences – Provincial Traffic Offences	
Non -Moving Traffic – Occupant Restraint/Seatbelt Violation	4
Moving Traffic – Intersection Related Violations	11
Moving Traffic – Speed Violations	6
Other Moving Traffic Violations	17
Motor Vehicle Insurance Coverage Violations	4
Traffic Offences – Impaired Operation Related Offences	
Operation while impaired (alcohol)/over 80mg% of Motor Vehicle	1
Operation while impaired (alcohol & drugs)/over 80mg% of Motor Veh	12
Provincial Statutes (except traffic)	
Liquor Act (Provincial/Territorial)	12
Cannabis Act (Provincial/Territorial)	2
Liquor Act (Provincial/Territorial)	29
Dog Act – Other Activities	31
Family Law Act – Other Activities	25
Mental Health Act – Other Activities	39
911 Act – Other Activities	118
Other Provincial/Territorial Statutes	26
Forest Protection/Wildfire Act (Provincial/Territorial) – Other Activities	8



Major Case Files/Events

July

Main focus was South Shore Exhibition Week. All members in plain clothes were moved to uniform to upstaff for the week. Exhibition went over well from a police perspective, with no real public safety issues.

Pointing a firearms complaint at a business on North Street which intern had police set up containment on Glen Allan Drive, shutting down Glen Allan for approximately 6 hours. Police made entry and searched the residence. Suspect had exited the residence prior to police entering. A loaded firearm was seized. Suspect was arrested 3 days later in Bridgetown and currently faces a number of firearms related offences.

Serious Motor Vehicle Collision, where a vehicle hit the side of Arby's Restaurant, causing significant damage, investigation is ongoing. Alcohol and speed are believed to be contributing factors.

Firearms complaint on Murray Drive. Prior to police arrival suspects had departed. Suspects were located in the rear of Town Hall Parking lot, and arrested. Search warrant was executed on an apartment above Pizza-Pizza. Police seized a replica firearm, and other prohibited weapons, and drugs.

Police have charged two adult males as a result of domestic violence investigations for unlawful confinement.



August

Police are investigating a suspicious sudden death of a residence on Alexander Avenue. The investigation spanned 2 days where the scene was secured by police and the investigation is ongoing.

K9 Unit

K9 Assisted Kentville Police Service for an Armed Robbery at a Gas Station. Suspects were tracked and arrested without incident. A number of hours later the charges were laid and the Canadian Currency was recovered.

K9 assisted Annapolis Royal Police one evening for their natal day festivals

Senior Safety Coordinator

Attached, please find the monthly report for July submitted by Ms. Lisa Bennett.

Respectfully submitted,

Chief Scott Feener



Lunenburg County Seniors' Safety Program Monthly Report – July 2025

Prepared: July 31, 2025

The LCSSP is a free confidential community-based non-profit service that works collaboratively with BPS, RCMP, and many community partners to help address the safety concerns of older adults (55 years of age+), residing in Lunenburg County. Service is provided through awareness campaigns, advocacy, community outreach projects, educational programs, community presentations and one to one service.

LCSSP July highlights:

- **July 9th** CNSTHB Virtual Discussion with Housing and other Coordinators on the process of housing financial support.
 - **July 10th** –Presentation to MOC council with David Murdoch.
 - **July 22nd** – Virtual training on **Dignity of Risk** presented by NSHA Catherine-Anne Murray with other Seniors Safety Coordinators from the Southwest Region.
 - **The United Way of the Maritimes Expression of Interest Funding Application** has arrived with Sept. 5th deadline. If accepted, the application for funding will then be sent. Thank you, Michael Graves for supporting and guiding us through this new process.
 - Feedback from the WEAAD basket ballots have been reviewed. Communities are asking for more information sessions on Scam/Frauds, Safety Academy topics and Living Alone Safety.
-
- Please follow the link for important information on intimate partner violence.
<https://www.bridgewaterpolice.ca/services/intimate-partner-violence>
 - Follow this link for LCSS resources on Mental Wellness in older adults
<https://www.bridgewaterpolice.ca/services/special-services/seniors-safety-learning-resources>
 - Collaborative client specific meetings with Western Region Housing Authority, SSRH/NSHA, CCC, Adult Protection and SSODA.
 - Collaborations for clients also include SSODA, WRHA, PHA, SSRH, MLA offices, Service Canada, Continuing Care.
 - Collaborative visits with BPS, RCMP, SSODA, SSRH and Continuing Care.





Lunenburg County Seniors' Safety Program Monthly Report – July 2025

Prepared: July 31, 2025

Do to the volume of referrals Clients' needs are being triaged. Initial contact from LCSSP to client occurs within 48hrs upon receipt of referral to help accurately facilitate this process. Also note that I'll be out of office from August 1st to August 11th.

Referrals:

New Referrals: 15 + Re Referrals: 7 Home/site Visits: 15 Active clients: 84 Closed files: 13

New Referrals Service Area in Municipal Units (#'s have been rounded either up/down)	%
MODC	9.5%
MODL	45%
Mahone Bay	4.5%
Lunenburg	9%
Bridgewater	32%

Referral Source:

Community Partner 54% Self/Family 22.5% RCMP 4.5% BSP 22.5% AP 4.5%

Areas of concern remain unchanged: Safe/affordable/accessible Housing, Seniors' Mental Health/Addictions, Adult Protection, Hoarding, Scams/Fraud, Cost of living, Community resources/connections, Health Care (no primary care physician). LCSSP is seeing an increase of complex issues and concerns at the time of referrals/intakes. This translates into clients being active clients longer and collaboration with multiple disciplines.

LCSSP Client Emergency Contingency Fund (CECF):

The CECF continues to serve the community in partnership with other organizations to help mitigate risk for seniors experiencing financial hardship. **The end of July balance \$411.44:** unchanged from June.

*'Thank you to all Lunenburg County Seniors' Safety Program supporters.
We couldn't do what we do without you.'*





2024 ANNUAL REPORT

OFFICE OF THE POLICE COMPLAINTS COMMISSIONER
AND THE POLICE REVIEW BOARD

PROVINCE OF NOVA SCOTIA
[NOVASCOTIA.CA/OPCC](https://novascotia.ca/opcc)

**“As police complaints commissioner
I represent the public interest,
balanced with fairness to the police
without compromising accountability.”**

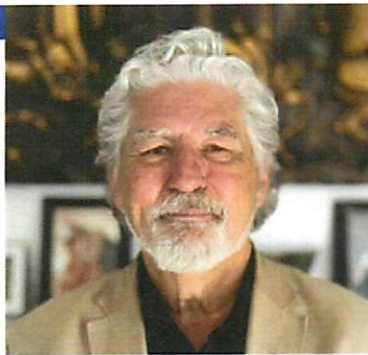
Bill MacDonald, Nova Scotia Police Complaints Commissioner



OPEC
OFFICIAL POLICE
COMPLAINTS COMMISSIONER

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Commissioner's Message

It is my very great honour and pleasure to present the 2024 Annual Report of the Office of the Police Complaints Commissioner and the Police Review Board – reflecting police complaint activity overlapping the tenures of both my predecessor and my own.

In what might reasonably be described as an extensive career in civilian oversight of the police, my almost three decades of related experience allowed me to hit the ground running following my appointment as Commissioner on May 31, 2024 – working through a backlog of outstanding complaint decisions and seizing upon the opportunity to meet with Deloitte staff undertaking the province's comprehensive review of policing. Sharing insights and proposing legislative reforms to improve civilian oversight and accountability of municipal police in Nova Scotia.

In the first seven months of my three-year appointment, I have rebranded the Office of the Police Complaints Commissioner (OPCC) with a new logo to underscore its operational independence; redesigned OPCC posters and graphics as part of an expanding outreach and communications initiative; advocated for an upgraded case management system to increase efficiencies and capacity; and lobbied for necessary funding to allow for the contracting of investigators as provided for within my legislative authority.

In 2024, I was elected as a member of the Board of Directors of the Canadian Association of Civilian Oversight of Law Enforcement (CACOLE). A national association of civilian oversight agencies with which I was first involved the year after its incorporation in 1997 – promoting and advancing the concept of civilian oversight of law enforcement in Canada.

As Police Complaints Commissioner I represent the public interest, balanced with fairness to the police without compromising accountability. My dedicated staff and I are committed to ensuring confidence in our oversight of the police complaint process.

Respectfully,

Bill MacDonald

Police Complaints Commissioner

Province of Nova Scotia

Executive Summary

The Office of the Police Complaints Commissioner (OPCC) is a civilian, independent office which monitors complaints and investigations involving municipal police in Nova Scotia. The OPCC provides support to the Police Review Board which has the responsibility for deciding appeals from complainants or police officers dissatisfied with decisions of police agencies.

A member of the public may start a complaint against a municipal police officer or municipal police force by signing and filing a prescribed form within one year¹ after the incident giving rise to the complaint. Subject to certain exceptions, complaints are investigated by the police agency from which they arose – and the Chief / Delegated Disciplinary Authority must attempt to resolve the complaint. Unless a complaint is resolved to the satisfaction of the complainant and the officer, or an extension has been granted by the Police Complaints Commissioner, the investigation must be completed within 60 days from the date a complaint is filed.

Once an investigation has been completed the Chief / Delegated Disciplinary Authority, or, in the case of a complaint against a chief of police, the municipality's Board of Police Commissioners, has 30 days to decide if the subject officer may have committed a disciplinary default. The decision maker must then either file a Form 11 decision or schedule a private meeting with the subject officer. There is no fixed timeline for when a meeting is to be scheduled.

Where the complainant or subject officer is not satisfied with the decision, they may file a Notice of Review. Upon receiving a Notice of Review from a public complainant, the Police Complaints Commissioner must attempt to resolve the complaint and, in attempting to do so, may conduct an independent investigation. If the resolution is not successful, the Commissioner must send the file to the Review Board for a hearing, unless satisfied that the complaint is frivolous, vexatious, without merit or an abuse of process.

In 2024, the OPCC received 153 public complaints and 20 internal discipline complaints. Representing a decline in both public and internal discipline complaints from the previous year's 169 public complaints and 34 internal complaints.

¹ If the incident occurred on or after January 15, 2020, the Complaints Commissioner may extend the time for filing a complaint if satisfied that there are good reasons for doing so and that doing so would not be contrary to the public interest: Section 29 of the Police Regulations.

It is unclear whether the decline in complaints represents an improvement in police / community relations or conduct of police officers generally. Or a waning of public confidence in the complaint process.

In combination with a communications initiative intended to increase the public profile of the Office of the Police Complaints Commissioner, it is now an internal practice to contact individuals who have withdrawn their complaints to survey their experiences with the police complaint process.

As of January 16, 2024, sixteen (16) of the public complaints filed in 2024 were withdrawn; twenty-five (25) were set aside for failing to meet processing requirements – including complaints beyond the statutory time limitations and complaints against police officers not subject to the *Police Act* Code of Conduct – such as members of the RCMP. Twenty-six (26) were informally resolved; one (1) complaint was investigated by police and found to be substantiated; forty-one (41) complaints investigated by police were found to be unsubstantiated; and forty-four (44) remained under investigation.

The OPCC received twelve (12) requests for review from public complainants in 2024 – in addition to review requests carried over from the previous calendar year. Fifteen (15) public complaints were referred to the Police Review Board during the 2024 calendar year – compared to eight (8) referrals in 2023.



Role of the Police Complaints Commissioner

Nova Scotia's Office of the Police Complaints Commissioner was established under the *Police Act* effective January 1, 2006.

Section 12(1)(b) of the *Police Act* states that the Police Complaints Commissioner shall "perform the duties assigned to the Complaints Commissioner by this Act, the regulations, the Minister, or the Governor in Council."

If a member of the public files a complaint alleging that a municipal police officer has committed misconduct described in Section 24 of the *Police Regulations* – within the time limit or extended time limit set out in the Regulations – the Commissioner sends the complaint to the chief of the officer's police force for investigation. The Office of the Police Complaints Commissioner (OPCC) monitors the investigation to ensure timeliness.

A complainant who is not satisfied with the decision made by the police agency following an investigation may request that the Commissioner refer their complaint to the Police Review Board. If the Commissioner cannot satisfactorily resolve the complaint, they shall forward the matter for a hearing before the Police Review Board – unless they determine that the complaint is frivolous, vexatious, without merit or an abuse of process.

A decision by the Commissioner not to refer a complaint to the Review Board is final – although subject to possible judicial review in the Supreme Court of Nova Scotia.

Staff of the Office of the Police Complaints Commissioner

As of December 31, 2024

Jeff Garber, *Director*, Investigations and Operations

Breanna Gale, *Coordinator*, Adjudicative Branch

Claire Doucette, *Complaint Intake Clerk*

The Office of the Police Complaints Commissioner is located at 1690 Hollis St., Halifax, NS.

Mailing Address: PO Box 1573, Halifax, NS B3J 2Y3 Canada

Telephone: (902) 424-3246

Facsimile: (902) 424-1777

Email: polcom@novascotia.ca

Online: www.novascotia.ca/opcc

Role of the Police Review Board

The primary role of the Police Review Board is to conduct reviews of public complaints and police officers' appeals against disciplinary penalties or dismissals.

The responsibilities of the Police Review Board are outlined in Section 18 of the *Police Act* which states:

The Review Board shall perform the functions and duties assigned to it by this Act, the regulations, the Minister or the Governor in Council and . . . shall

- a. conduct investigations and inquiries in accordance with the Act; and
- b. conduct hearings into complaints referred to it by the Complaints Commissioner in accordance with the Act or the regulations.

Section 19(1) of the *Police Act* empowers the Minister to direct the Review Board to investigate, inquire into and report to the Minister with respect to:

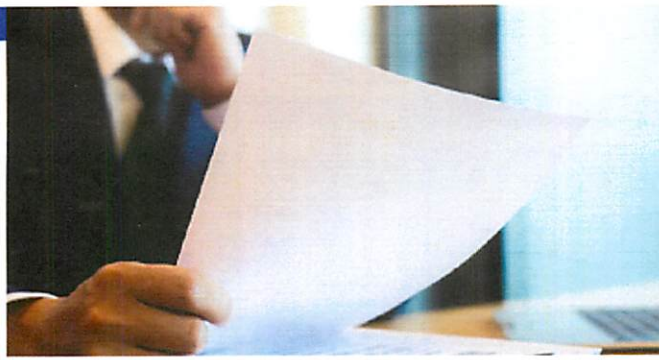
1. the extent, investigation or control of crime;
2. the enforcement of law; and
3. the operation and administration of a police department.

Police Review Board hearings about public complaints are open to the public unless the Review Board orders otherwise. Review Board hearings regarding internal disciplinary appeals are not open to the public.

A decision of the Police Review Board is final, although subject to possible judicial review in the Supreme Court of Nova Scotia.

Review Board Members

Under the provisions of Section 13(1) of the *Police Act*, the Nova Scotia Police Review Board is composed of not fewer than three members appointed by the Governor-in-Council.



Members of the Police Review Board

as of December 31, 2024

Jean McKenna, *Chair*

Hon. Simon J. MacDonald,
Vice Chair

Kimberly Ross

Darlene Bowie

Don McMillan

Lisa Emery

Mary Potter

Siobhan Doyle

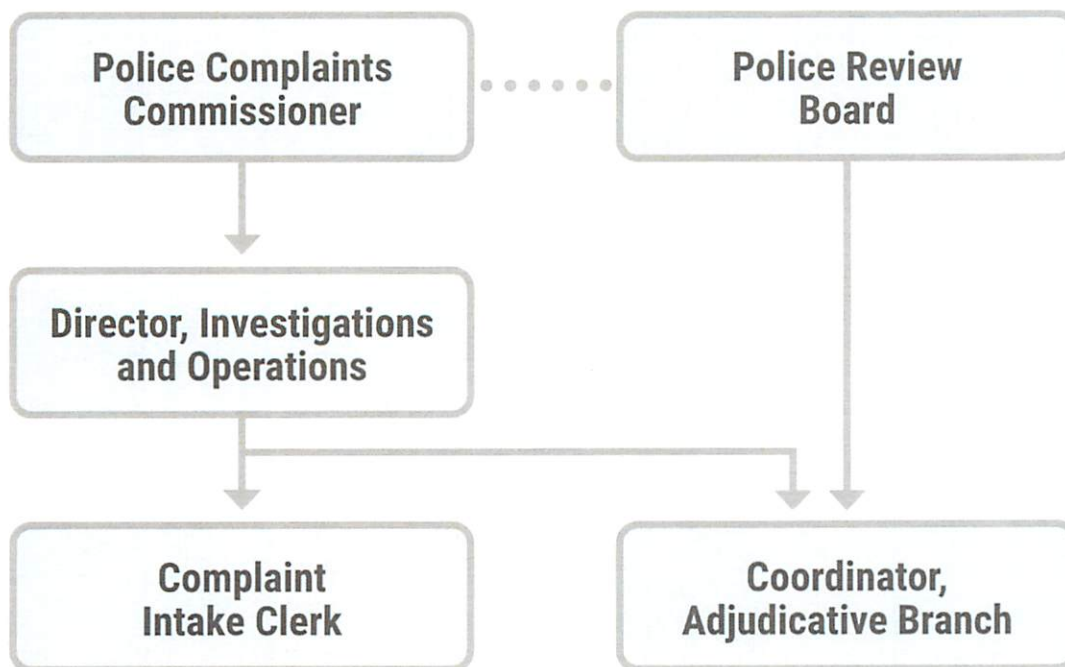
John Withrow

Tim McDermott

Ibrahim Elayyat

Bill MacDonald,
*Police Complaints
Commissioner*

Organizational Chart



Requests for Review

A total of 12 requests for review of public complaints were received in 2024. Including some files from the previous calendar year, 15 public complaints were referred to the Police Review Board during the 2024 calendar year.

Number of complaints

A total of 173 complaints were filed with the Office of the Police Complaints Commissioner in 2024. 153 of the complaints were public allegations, while the other 20 arose internally, with one officer alleging misconduct by another officer in the same police agency.

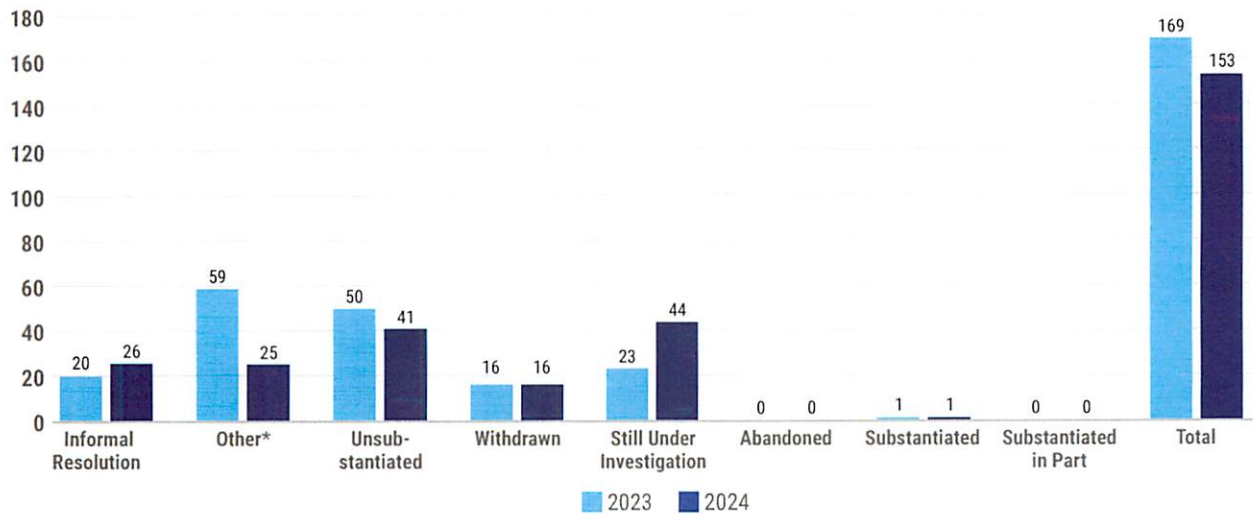
Complaints by municipal agency

Department	2023		2024	
	Public Complaints	Internal Complaints	Public Complaints	Internal Complaints
Amherst	8	2	21	2
Annapolis Royal	2	0	0	0
Bridgewater	3	0	4	0
Cape Breton Regional Police Service	24	8	22	6
Halifax Regional Police	107	22	85	8
Kentville	3	0	2	0
New Glasgow	3	1	6	2
Stellarton	2	0	1	0
Truro	12	1	7	2
Westville	1	0	0	0
RCMP/No agency indicated	4	0	5	0
Total	169	34	153	20

Disposition of complaints

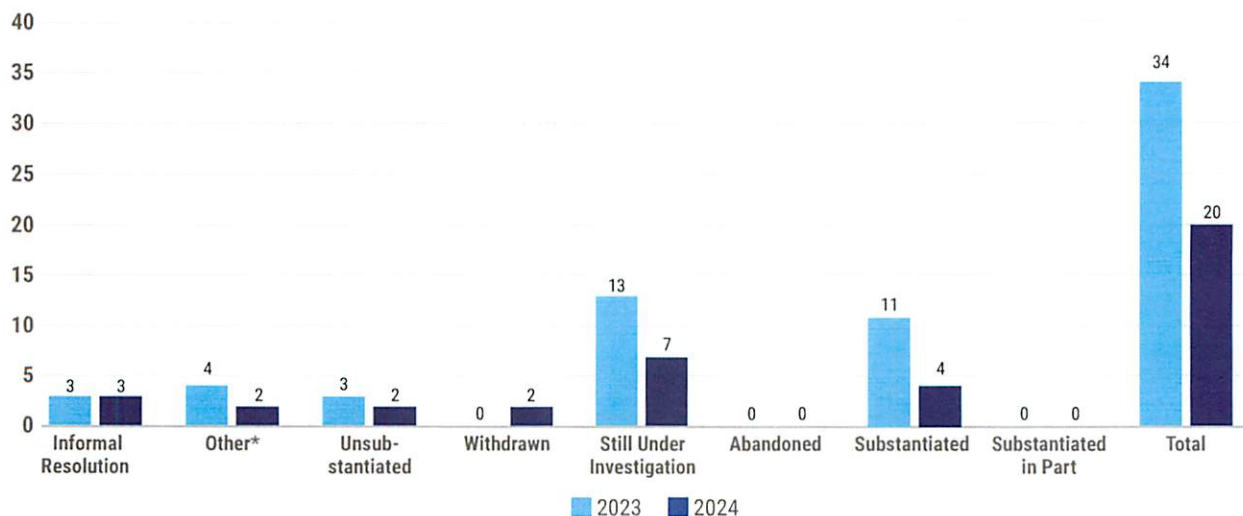
This is a snapshot of the progress of complaint files, as of January 17, 2025.

Disposition of Public Complaints



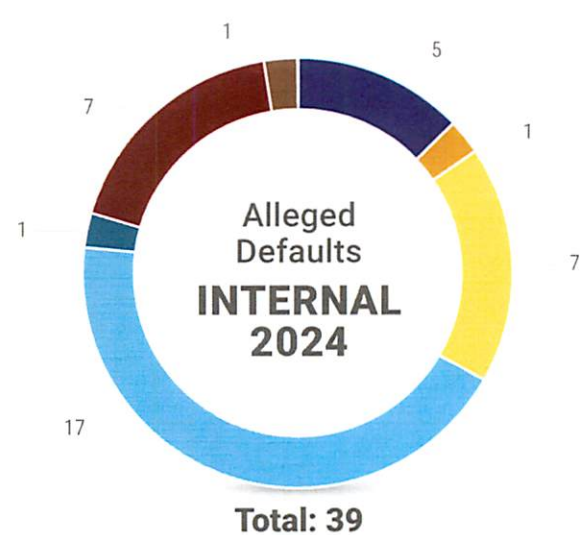
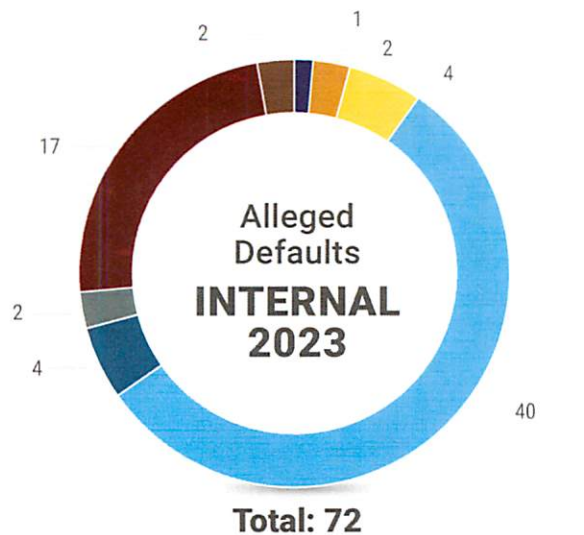
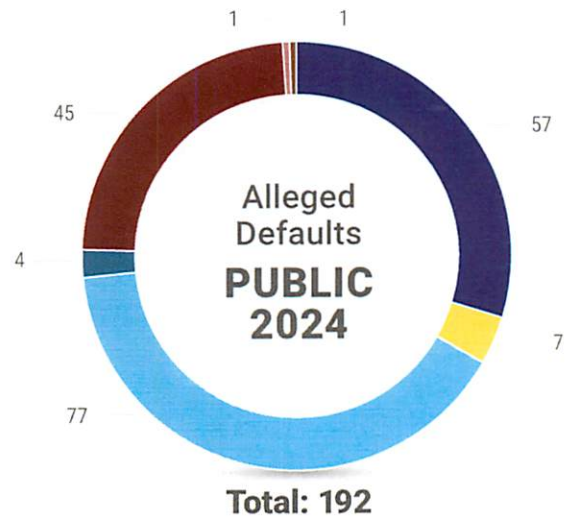
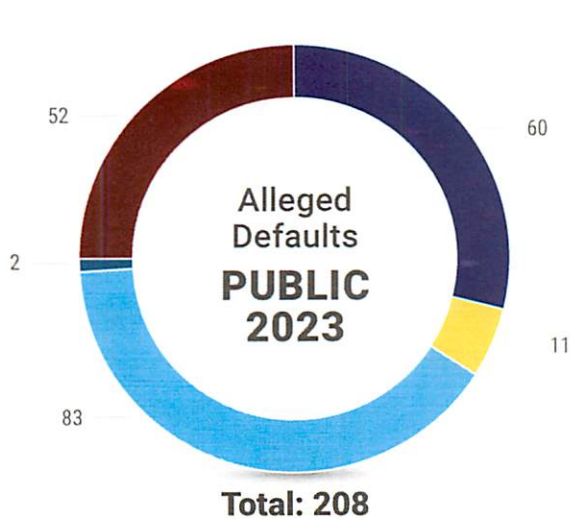
*Includes complaints received beyond the time limitation for filing, where no breach of the code of conduct alleged, against officers retired or resigned, or against an RCMP officer or a Sheriff. More information may be requested by the Commissioner before a decision is made whether to proceed with a complaint. In situations where the complaint is against a member of the RCMP or a Sheriff, the complainant is directed to the appropriate body to pursue their complaint.

Disposition of Internal Complaints



Code of Conduct Allegations

NOTE: A Complaint may contain several allegations of misconduct



Budget and Staffing

Departmental Expenses by Object	2024-25 Estimate	2025-26 Forecast
Salary and Employee Benefits	232,000	249,000
Operating Costs	212,000	273,000
Gross Expense		
L/C to other Departments		(78,000)
Total – Nova Scotia Police Complaints Commissioner	444,000	444,000
Funded Staff (FTEs)	3.0	2.9
Less: Staff Funded by External Agencies	--	--
Total – Funded Staff	3.0	2.9

Appendix 1:

The Public Complaint Process

How long do I have to file a public complaint?

Since January 15, 2021, a public complaint has had to be filed within one year after the date of the incident giving rise to it, unless the Complaints Commissioner has extended the time for filing upon being satisfied there was good reason for the extension and that it would not be contrary to the public interest.

Where do I file a complaint?

You may file your complaint against a police officer or a police department with any of the following:

- ☐ Any municipal police department;
- ☐ The Board of Police Commissioners for the area which the police force is responsible for policing;
- ☐ The Office of the Police Complaints Commissioner.

If a complaint is filed with a police department or a board of police commissioners, the Office of the Police Complaints Commissioner will receive a copy of it.

How do I file a complaint?

A Complaint Form (Form 5) must be submitted in writing, dated and signed by the complainant. You can obtain a Form 5 from any municipal police department, local board of police commissioners, or OPCC's office. The Form 5 can also be found on OPCC's web site: www.novascotia.ca/opcc/publications/Form_5_and_Form_5A.pdf

You must include the date, time, place and details of the incident that you are complaining about.

What happens next?

What happens after I make my complaint?

Unless the Commissioner concludes that a Form 5 complaint does not meet the conditions for filing a complaint, OPCC directs the Chief of the police department where the police officer works to complete an investigation within 60 days after the complaint was filed. The police chief or the investigator the chief selects will try to resolve the complaint informally if you and the officer agree. If the complaint is not resolved, the police department will proceed with the investigation. The investigation must be completed within 60 days after the day the complaint is received by the OPCC, unless the Commissioner grants an extension of time for completion. You will receive notice of any extension and of the completion of the investigation.

Who decides the outcome of the investigation?

The Chief of Police or the Delegated Disciplinary Authority chosen by the Chief or (if the complaint is against the Chief of Police) the Municipal Board of Police Commissioners will review the investigation and decide what further action, if any, will be taken.

This process may take several months.

The complainant, the named (subject) officer and the Police Complaints Commissioner will be notified of the decision (Form 11).

Common Questions and Answers

— Question —

What is the role of the Police Complaints Commissioner in the Police Department's Investigation?

— Answer —

The Commissioner ensures that timelines provided in the **Police Act** Regulations are adhered to.

— Question —

What can I do if I am not satisfied with the decision of the Chief, the Delegated Disciplinary Authority or the Municipal Board of Police Commissioners?

— Answer —

If you are not satisfied with the decision, you may file a Notice of Review (Form 13) with the OPCC within 30 days of receipt of the police department's decision (Form 11).

The Police Complaints Commissioner will review the file and attempt to resolve the matter. If unable to resolve the matter, the Commissioner will refer the complaint to the Police Review Board for a hearing unless satisfied it is frivolous, vexatious, without merit or an abuse of process.

If the complaint is not referred to the Police Review Board, you will be notified that no further action will be taken with respect to your complaint.

— **Question** —

What can I do if my complaint is not referred to the Review Board?

— **Answer** —

No further action can be taken under the **Police Act**, but the decision not to refer could be the subject of a judicial review in the Supreme Court of Nova Scotia.

— **Question** —

What happens when my complaint is referred to the Review Board?

— **Answer** —

A panel of three members will conduct a hearing into your complaint. You will be contacted by the Clerk of the Board and a hearing date will be scheduled. You may be represented by a lawyer if you wish.

The Police Review Board does not provide legal representation for you. If you are not represented by a lawyer, the Clerk of the Police Review Board will, upon request, assist you with the preparation of subpoenas for witnesses.

— **Question** —

Is my complaint kept confidential?

— **Answer** —

Complaints are considered confidential; however, if your complaint is referred to the Police Review Board, the hearing is open to the public (including news media) unless the Review Board orders otherwise, and Review Board decisions may be published online.

— **Question** —

Who sits on the Police Review Board?

— **Answer** —

The Police Review Board is made up of members of the public appointed by the government.

— **Question** —

What can the Review Board do?

— **Answer** —

The Review Board may:

- ☐ Substitute a finding that in its opinion should have been reached
- ☐ Affirm or change any penalty which has been imposed
- ☐ Dismiss the matter

The Review Board cannot award compensation.

— **Question** —

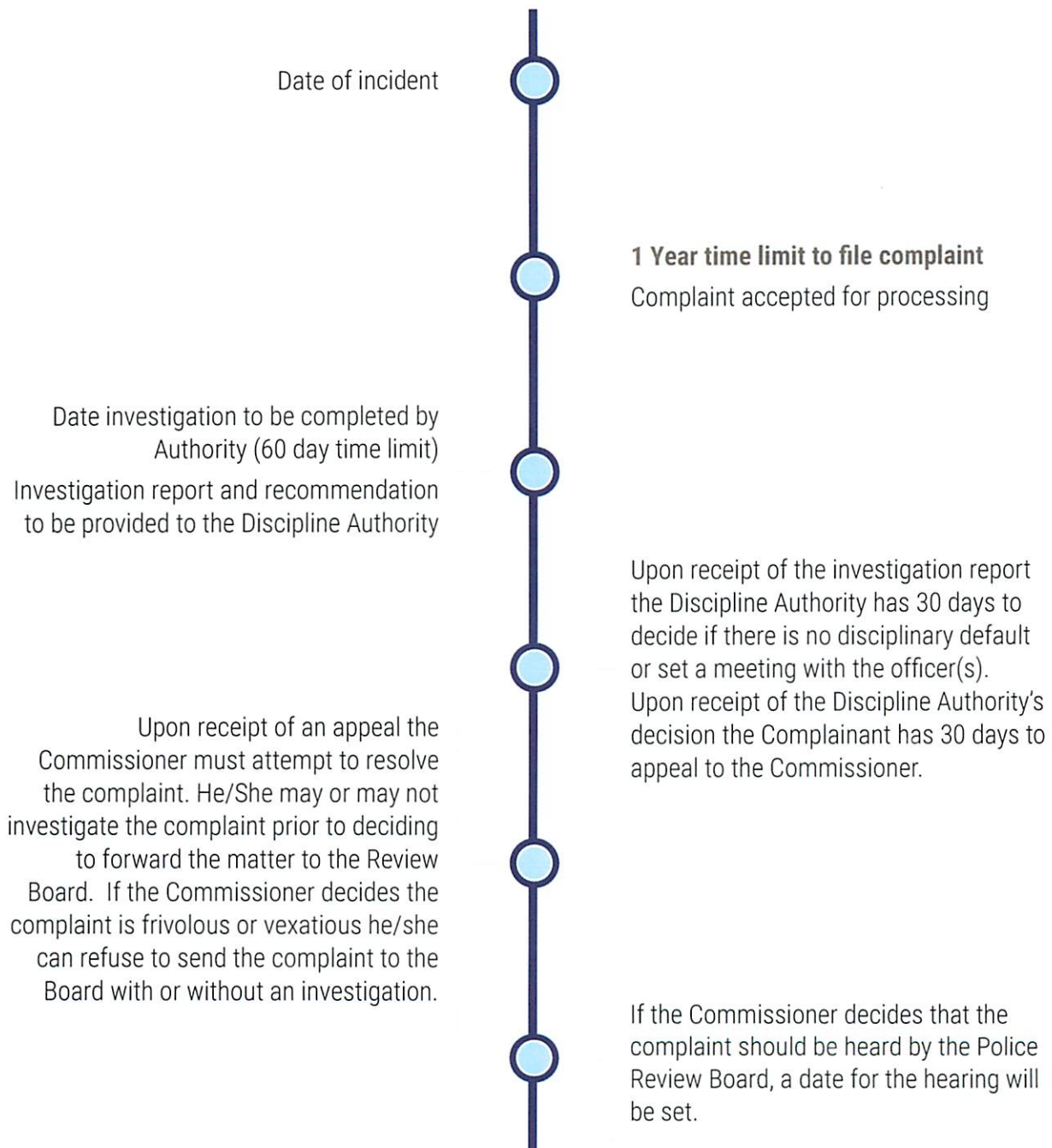
What if I am dissatisfied with the Review Board's decision?

— **Answer** —

The Review Board's decision is final, but the decision could be the subject of a judicial review in the Supreme Court of Nova Scotia.

Filing a Public Complaint:

Timeline Example





Appendix 2:

Professional Association

The Office of the Police Complaints Commissioner is a member of the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE). CACOLE is a national non-profit organization of individuals and agencies involved in the oversight of police officers in Canada. CACOLE is dedicated to advancing the concept, principles and application of civilian oversight of law enforcement throughout Canada and abroad.

The first meeting of heads of oversight agencies happened in the fall of 1995. The first conference was held in Halifax in September of 1996. CACOLE was ultimately established in 1997 and is an incorporated non-profit organization under the Canada Incorporations Act. The national organization is governed by a set of By Laws and is managed by an elected, volunteer Board of Directors representing oversight agencies in each province.

For more information, please visit CACOLE's website at: www.cacole.ca

CACOLE Board of Directors

Matthew Block, *Executive Director, Alberta Serious Incident Response Team (AB)*

Prabhu Rajan, *Police Complaint Commissioner, Office of the Police Complaint Commissioner (BC)*

Jennifer Smith, *Executive Director, New Brunswick Police Commission (NB)*

Mike King, *Director, Serious Incident Response Team, (NL)*

Bill MacDonald, *Commissioner, Office of the Police Complaints Commissioner, (NS)*

Erin Nauss, *Director, Serious Incident Response Team, (NS)*

Stephen Leach, *Director, Law Enforcement Complaints Agency, (ON)*

Stephanie Mulcaster, *Senior Counsel and Director, National Security and Intelligence Review (ON)*

Ryan Teschner, *Inspector General of Policing, Office of the Inspector General (ON)*

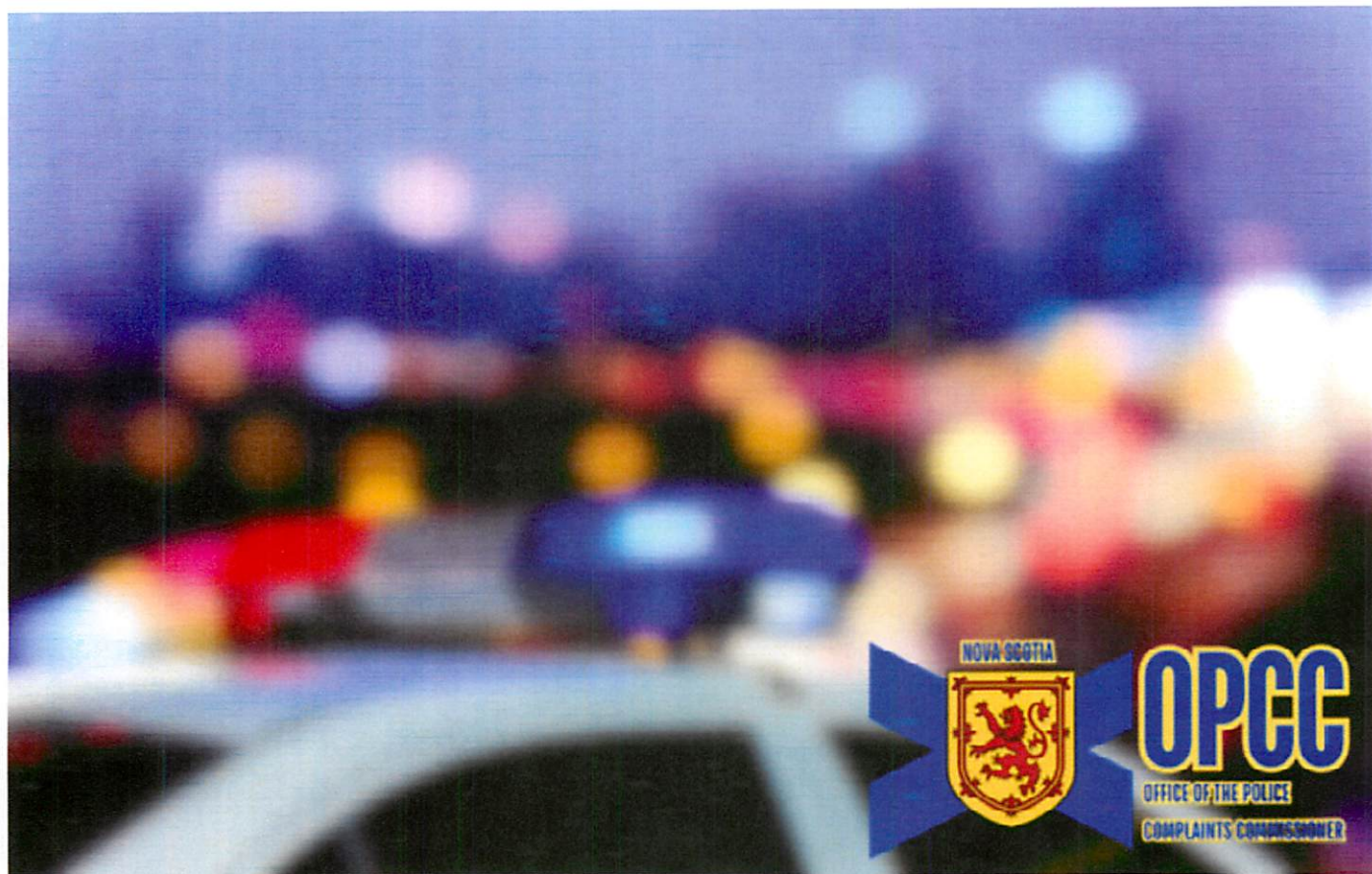
Greg Gudelot, *Executive Director, Public Complaints Commission and Serious Incident Response Team (SK)*



...the source of a complaint
– **so whether it originates ‘internally’
in the police force, or ‘externally’
from a member of the public –**
is largely a historical relic, and a
complaint’s origin is ultimately not
relevant. The relevant issue is the nature
of the conduct being alleged, and the
public interest is no different, whatever
the origin of the allegations.

– *Paul Ceyssens, Legal Aspects of Policing’*





ABOUT US

The OPCC (Office of the Police Complaints Commissioner) provides independent civilian oversight of complaints against municipal police officers and departments in Nova Scotia.

CONTACT US

Office of the Police Complaints
Commissioner
1690 Hollis Street, 3rd Floor
PO Box 1573
Halifax, NS B3J 2Y3
Phone: (902) 424-3246
Fax: (902) 424-1777
Email: polcom@novascotia.ca

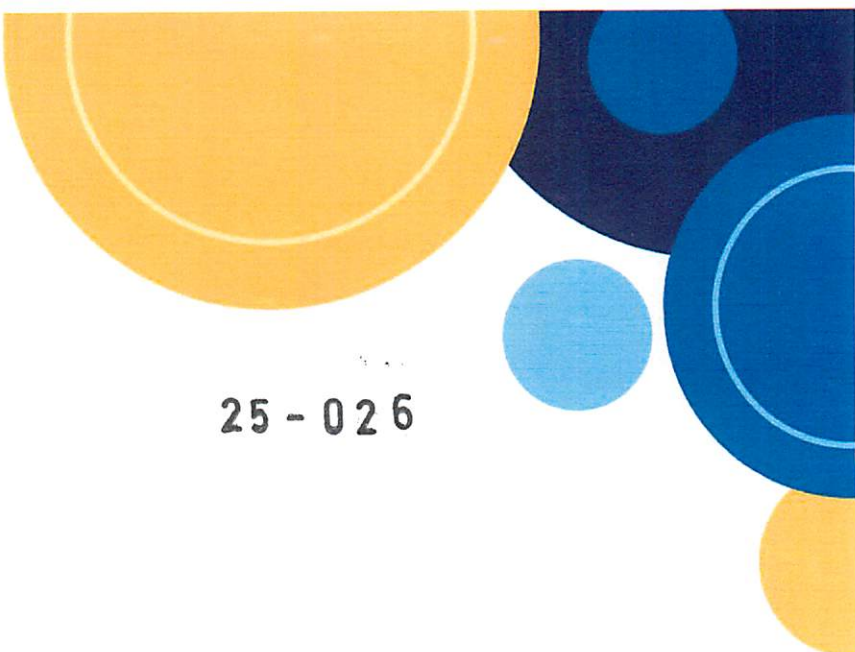
Complaints against the RCMP are the responsibility of the Civilian Review and Complaints Commission for the RCMP.
P.O. Box 1722, Station B Ottawa, ON K1P 0B3
crcc-cctcp.gc.ca

*"As police complaints commissioner
I represent the public interest,
balanced with fairness to the police
without compromising accountability."*

Bill MacDonald, NS Police Complaints Commissioner



NOVASCOTIA.CA/OPCC



25 - 026

ANNUAL REPORT **2024-2025**

SiRT | SERIOUS INCIDENT
RESPONSE TEAM

TRUST-CONFIDENCE-INTEGRITY-INDEPENDENCE





Message from the Civilian Director of SIRT

It is a pleasure to present the Serious Incident Response (SiRT) Team's Annual Report for the 2024-25 fiscal year. Having completed my first full year as the Director of SIRT I am excited to share details about the work the team has achieved.

Throughout 2024-25, SiRT experienced its busiest year to date. With the expansion of our jurisdiction to officially include New Brunswick we saw the complexity of investigations increase, along with the expansion of the geographic area to be covered by our team. The New Brunswick office was fully staffed, and we have worked together to instill confidence in our work in both provinces. I continue to be impressed and humbled by the professionalism, dedication, and expertise of our team. Our investigators ensure that SiRT investigations are thorough, impartial, and conducted to a standard of excellence.

SiRT provides civilian oversight of police. Understandably, most of the public's attention is on our investigations, however, there is a great deal of important work that happens behind the scenes. As Director I have worked with the team on several important projects over the last year that are helping us to modernize the way we work, improve our communication with diverse communities, become more efficient and accountable, and address resource concerns.

In December 2024 we hired SiRT's first Manager of Strategic Communication & Special Projects. This position monitors and coordinates responses to media inquiries, develops internal and public-facing communications, manages the SiRT website, coordinates community liaison work, assists with policy development and navigating resources available to those affected by serious incidents, as well as overseeing other projects for SiRT.

SiRT engaged an external service provider and made significant progress on the development of our new website, which is bilingual and went live in May 2025. This website will enable greater transparency and searchability, and will permit citizens to access all resources and materials in both French and English.

SiRT recently launched a modern case management software program that has improved and modernized the tracking and management of SiRT investigations.

SiRT has revived the Nova Scotia Community Liaison Committee, which has goals to help with the progression of the community liaison program, assist SiRT in removing communication barriers during investigations, as well as provide cultural, historical and community background and advice that will help SiRT interact with and understand the needs of the people impacted. The committee has representation from the African-Nova Scotian, Indigenous, Muslim, and newcomer communities, and hopes to expand its membership. SiRT is also in the process of developing a similar committee in New Brunswick. For the first time, SiRT engaged community liaisons in a New Brunswick file.

As Director, I am committed to ongoing professional development and ensuring our team is up-to-date on developments in the law and investigative best practices. To that end, 2024-25 saw SiRT's first annual professional development conference, where topics such as sexual assault investigations, judicial authorizations, and mental health and wellness were covered, among others. Training was also taken by investigators on use of force investigations, anti-corruption investigations, and sexual violence. Training is planned for this coming year in areas of cultural competence, intimate partner violence, Taser data interpretation, and more.

Finally, we signed a lease and oversaw the renovations of a new and improved office space that the team moved into June 2025. This new location will increase operational efficiencies.

As Director, I look forward to progressing the work of our team and remain committed to building public confidence in the oversight of police in all communities of Nova Scotia and New Brunswick.

Thank you,



Erin Nauss
Director, Serious Incident Response Team (SiRT)



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Executive Summary

The Serious Incident Response Team, most commonly referred to as SiRT, is the civilian oversight agency responsible for investigating the conduct of police officers in Nova Scotia and New Brunswick when that conduct results in death, serious injury, an allegation of sexual assault or intimate partner violence, or other matters that the Director determines are in the public interest to be investigated.

Throughout the 2025-24 fiscal year, SiRT received 142 notifications from the police and public and conducted 43 investigations.

A breakdown includes:

- 113 police notifications received
- 29 public notifications received
- 43 investigations conducted: 24 in Nova Scotia, 19 in New Brunswick
- 18 review files^[1] opened: 8 in Nova Scotia, 10 in New Brunswick
- 11 police officers charged with one or more criminal offence
 - 7 in Nova Scotia and 4 in New Brunswick
 - These charges stem from investigations that took place in the 2024-25 fiscal year, with the exception of one charge from an investigation that commenced in the 2023-24 fiscal year.

[1] A REVIEW FILE MEANS A PRELIMINARY INVESTIGATION WAS STARTED WHICH DETERMINED THE CASE DID NOT MEET THE SIRT MANDATE.

About SiRT

The Serious Incident Response Team (SiRT) is a civilian led police oversight agency that is responsible for conducting investigations into incidents that involve death, serious injury, sexual assault, intimate partner violence or any matter of public interest that are a result of the actions of a police officer, on or off duty, in Nova Scotia or New Brunswick.

A serious injury includes:

- fractures to limbs, ribs, head or spine
- burns, cuts, or lacerations which are serious or affect a major portion of the body
- loss of any portion of the body
- serious internal injuries
- any injury caused by gunshot
- significant number of stitches
- admission to hospital because of the injury (not including outpatient care followed by release).

When an investigation is complete, the SiRT Director decides if criminal charges should be laid against the officer. A public summary of the investigation outlining the reasons for the decision is completed and posted on the SiRT webpage. When a charge is laid, the case is referred to the appropriate prosecution service.

Mandate

To investigate all matters that involve death, serious injury, sexual assault and intimate partner violence or other matters of public interest that may have arisen from the actions of any municipal police officer or RCMP officer, on or off duty, in Nova Scotia or New Brunswick.

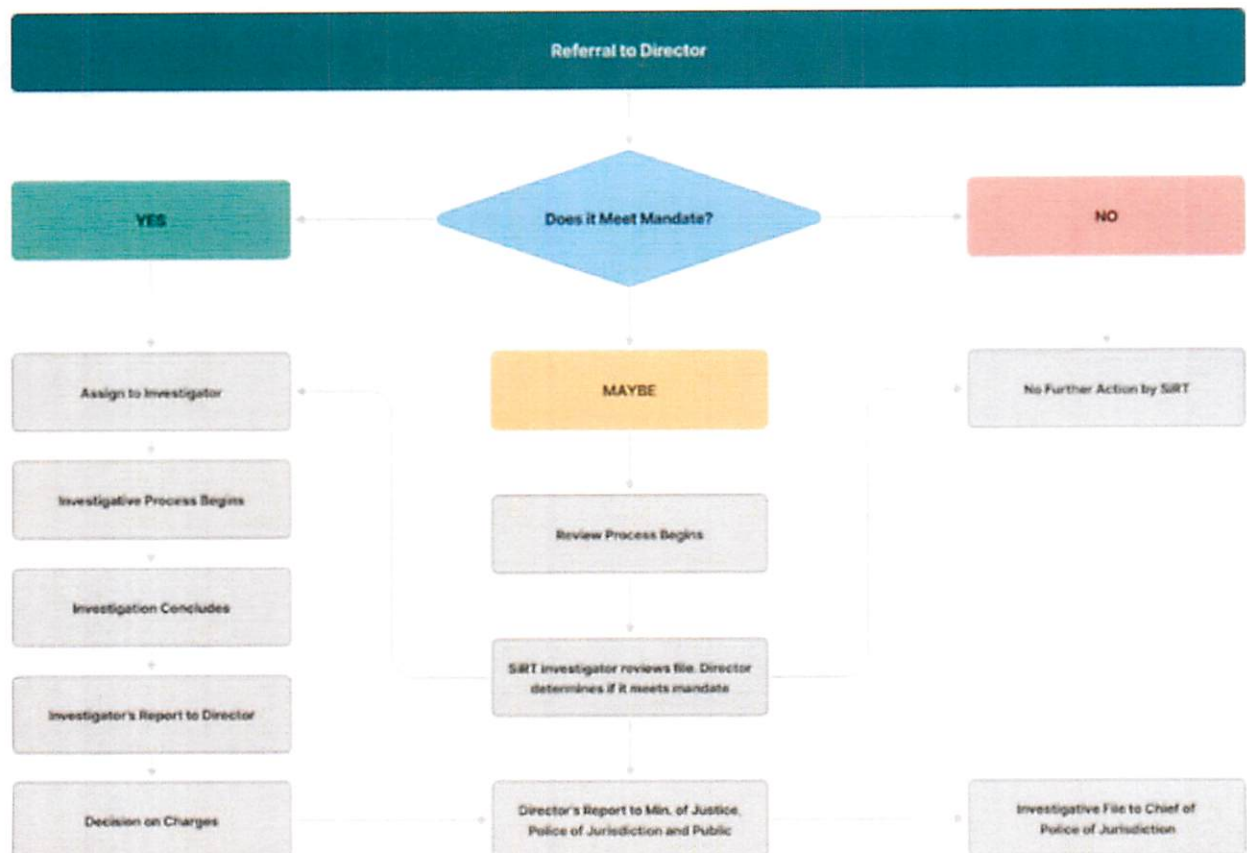
Mission

To ensure the citizens we serve have the utmost trust and confidence in the investigation of serious incidents involving police.

How SiRT Receives Cases

The Chiefs of all municipal police agencies and the head of the RCMP, in Nova Scotia and New Brunswick, are required by law to refer all serious incidents to SiRT. Members of the public can make referrals for Nova Scotia and New Brunswick by contacting SiRT directly by calling 1-855-450-2010 (toll free) or emailing sirt@novascotia.ca . SiRT can also launch or take over an investigation on its own or be referred a matter by the Minister of Justice (NS)/Minister of Public Safety (NB).

In every case, it is up to the SiRT Director to determine whether the incident meets the criteria for a SiRT investigation. Incidents can meet the requirements even though there is no allegation of wrongdoing on behalf of the police.



Investigative Process

When an incident is reported to SiRT, the Director determines if it meets the requirements to be investigated by SiRT. More information could be required to make this decision, and an investigator will be assigned to gather necessary details.

Police agencies are required to report incidents to SiRT as soon as they become aware, however, incidents can also be reported by members of the public.

An investigation only takes place if the case fits the specific criteria for a SiRT investigation. When appropriate, the police agency or members of the public who made the report are notified with the decision.

If an incident meets the mandate for SiRT's involvement, a thorough investigation is immediately started. This can include interviews, gathering evidence, reviewing medical reports, communicating with other agencies, and appointing a community liaison where appropriate.

When the investigation is complete, the SiRT investigator provides a report to the SiRT Director. The Director reviews the report and makes an independent decision if charges should be laid. The Director then issues a public report, and the decision is communicated to the Affected Party and the Subject Officer(s), police agency and the Minister of Justice (NS) or Minister of Public Safety (NB).

If a charge is laid, SiRT turns the case over to the appropriate prosecution service.

News releases are issued for all new investigations, with the exception of those that involve sexual assault, intimate partner violence, or those where it would impact the integrity of the investigation. A news release is issued at the conclusion of every investigation. This information will now all be clearly available and searchable on the SiRT website.

2024-25 Investigations & Statistics

Referrals and Investigations

During the 2024-25 fiscal year, SiRT received 142 incident notifications

- 113 from the police
- 29 from the public

Of those notifications:

- 43 became investigations
 - 24 Nova Scotia
 - 19 New Brunswick
- 18 were classified as review files
 - 8 Nova Scotia
 - 10 New Brunswick
- 53 police referrals did not meet the SiRT mandate for an investigation
 - 30 Nova Scotia
 - 23 New Brunswick
- 28 public referrals did not meet the SiRT mandate for an investigation
 - 18 Nova Scotia
 - 10 New Brunswick

Charges

In 2024-25 a total of 11 officers were charged with one or more offences: 7 in Nova Scotia and 4 in New Brunswick. These charges stem from investigations that took place in the 2024-25 fiscal year, with the exception of one charge from an investigation that commenced in the 2023-24 fiscal year.

SiRT takes every measure possible to complete investigations in a timely manner. However, some investigations are more complex or have extenuating circumstances that result in a longer investigative period.

As of May 13, 2025 there were:

- 10 investigations were active/open from the 2024-25 fiscal year.
- 8 investigations terminated^[2] from the 2024-25 fiscal year.

[2] INVESTIGATIONS ARE TERMINATED WHEN INITIAL INVESTIGATIVE STEPS INDICATE THAT THE MATTER DOES NOT OR NO LONGER MEETS THE SIRT MANDATE.

Nature of Investigations & Charges

- **Serious injury** (14 investigations with 1 ongoing) (NS: 10 NB: 4)
 - 1 officer charged in New Brunswick
 - Aggravated assault
- **Death**^[3] (6 investigations with 3 ongoing) (NS: 4 NB: 2)
 - 0 charges
- **Sexual assault** (5 investigations with 3 ongoing) (NS: 3 NB: 2)
 - 1 officer charged in Nova Scotia
 - Sexual assault and choking
- **Intimate partner violence**^[4] (8 investigations with 1 ongoing) (NS: 5 NB: 3)
 - 4 officers charged in Nova Scotia
 - 2 assault
 - 1 criminal harassment
 - 1 break and enter and mischief
- **Matters of public interest** (10 investigations with 2 ongoing) (NS: 2 NB: 8)
 - 2 Officers charged in Nova Scotia
 - 1 assault
 - 1 firearms offence
 - 3 officers charged in New Brunswick
 - 1 child internet exploitation and child pornography offences
 - 1 breach of trust and theft
 - 1 voyeurism and child pornography

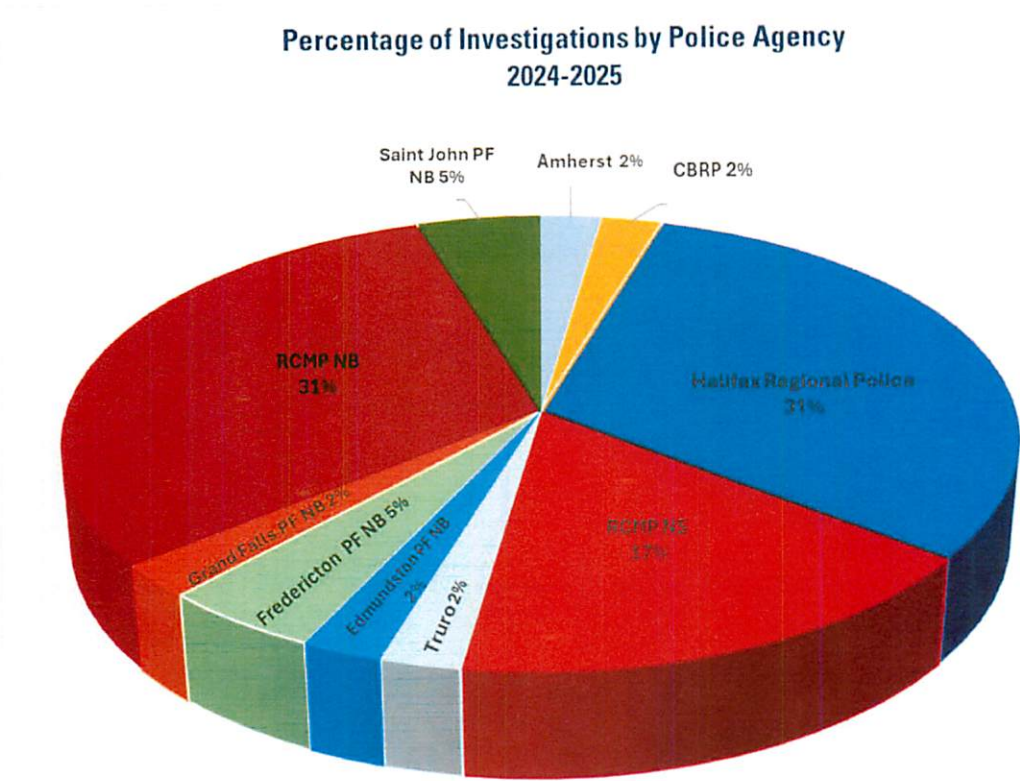
Intimate Partner Violence

In Fall 2024, the Government of Nova Scotia recognized that intimate partner violence (IPV) is an epidemic in the Province and passed the Nova Scotia Intimate Partner Violence Epidemic Act. SiRT's mandate includes a requirement to investigate allegations of IPV involving police officers, whether the conduct occurred on or off duty. SiRT takes this part of its mandate seriously. The SiRT team is committed to ongoing training in this area and will be consistently updating its policies and practices as appropriate.

[3] A SiRT investigation into death means a death occurred during or after an interaction with police or while in custody. It does not mean there has been wrongdoing.

[4] OF THE FOUR IPV FILES THAT DID NOT LEAD TO CHARGES, ONE WAS TERMINATED DUE TO LACK OF EVIDENCE TO MEET THE SiRT MANDATE BUT HAS SINCE BEEN REOPENED AND IS ONGOING. TWO OTHERS WERE TERMINATED AS IT WAS DETERMINED THAT THERE WAS NO EVIDENCE TO SUGGEST IPV OCCURRED. ONE CASE WAS TERMINATED AS THE AFFECTED PARTY WAS CHARGED WITH AN IPV-RELATED OFFENCE AND IT WAS DETERMINED THE SUBJECT OFFICER WAS NOT THE DOMINANT AGGRESSOR.

Percentage of Investigations by Police Agency



Mass Casualty Commission

On March 30, 2023, the Mass Casualty Commission released its Final Report – Turning the Tide Together. Of the 130 recommendations provided, eight recommendations were related to SiRT and they have all been addressed. Areas related to victim resources and SiRT human resources will be assessed and addressed on an ongoing basis.

SiRT has taken the following actions to implement the recommendations:

- Partnered with the Department of Justice to amend SiRT Regulations
- Created, updated and formalized SiRT policies
- Identified areas for partnership within and outside government
- Worked with police agencies
- Worked with the Department of Justice for additional staffing resources

	MCC Recommendation	SiRT Action
1	P. 27 SiRT Investigators and Specialized Services	Complete
2	P.28 (a) and (b) SiRT Control of Crime Scenes and Evidence	Complete
3	P.30 Providing Support to SiRT Witnesses	Complete/Ongoing
4	P.31(a) RCMP Liaison with the SiRT	Complete
5	P.32 SiRT Protocol for Information Exchange with Police Agencies	Complete
6	P.33 Expert Witnesses Retained by the SiRT	Complete
7	P. 34 SiRT Resources	DOJ responsibility/Ongoing
8	P.35 SiRT Reports	Complete

Recommendations and Actions

1. SiRT Investigators and Specialized Services

The Commission recommends that:

Whenever feasible, SiRT should perform its work using investigators and specialized services from an agency separate from the one that employs the officer who is the subject of the investigation. If this is not feasible, the decision to use investigators or specialized services from the police agency that employs the subject officer should be made by the SiRT's civilian director in writing, and at the time when the decision is made, the SiRT director should document the reasons why using resources from the agency that employs the subject officer is necessary.

SiRT Actions:

- Existing protocols have been formalized as SiRT policy to ensure the investigator and/or specialized service is not employed by the police agency that the subject officer is from. If there are extenuating circumstances in which this cannot be avoided SiRT will provide an explanation in writing in their final summary report.
- SiRT has formalized this practice in updated Memorandums of Understanding^[5] (MOUs) with police agencies in both Nova Scotia and New Brunswick.
- SiRT has created an inventory of specialized services (e.g. police dogs, forensic identification services, tech crime) so the team can access this when in the field.

2. SiRT Control of Crime Scenes and Evidence

The Commission recommends that:

- The Police Act and Serious Incident Response Team Regulations be amended to clarify that:
 - SiRT has exclusive control over investigations of serious incidents involving police
 - when SiRT assumes responsibility for an investigation, SiRT will immediately assume command of all activities related to the scene, exhibits, investigation, and direction of resources.
- Where a police agency, including the RCMP, requires access to a crime scene or exhibit in order to pursue a parallel criminal investigation, that access should be managed in accordance with protocols set by the SiRT.
- RCMP H Division Operational Manual Chapter 54.1 should be amended to reflect the Police Act and SiRT Regulations, including the above principles.

SiRT Actions:

- Regulations were approved by the Governor in Council on July 2, 2024, via [OIC #2024-263](#).
- The recommended protocols have been formalized as SiRT policy.

[5] MOUS ARE NON-BINDING AGREEMENTS THAT OUTLINE THE MUTUAL INTENTIONS AND EXPECTATIONS OF TWO OR MORE PARTIES.

3. Providing Support to SiRT Witnesses (complete and ongoing)

The Commission recommends that:

SiRT establish or revise its procedures to ensure that witnesses and other individuals affected by serious incidents involving the police are provided with updates about the progress of the SiRT investigation and are referred to available support services.

SiRT Actions:

- SiRT investigators work to keep Affected Parties and/or their family and Subject Officers reasonably informed of the status of the investigation.
- SiRT has implemented policy and has met with the Victim Services Division of the Dept of Justice and with the Office of Addictions and Mental Health to identify where there are supports available. The new webpage will be updated to include a list of resources available and direct links to more information about each of them.
- A new Manager of Communications & Special Projects position has been filled to help identify resources.

4. RCMP Liaison with the SiRT

The Commission recommends that:

- RCMP H Division policy should be amended to provide that all RCMP communications and coordination with SiRT regarding an ongoing investigation must occur through a designated RCMP liaison, who must be a commissioned officer and trained in the responsibilities and expectations of this role. SiRT should also implement a corresponding policy requiring its investigators not to communicate about ongoing SiRT investigations with members of the subject police agency besides that agency's designated liaison person.
- The only purpose for which any other RCMP member may communicate directly with SiRT about an ongoing investigation is when giving a statement or witness interview, which must be coordinated through the RCMP Liaison Officer

SiRT Actions:

- SiRT has formalized this into policy.
- SiRT has formalized this practice in updated MOUs with police agencies.

5. SiRT Protocol for Information Exchange with Police Agencies

The Commission recommends that:

- SiRT should adopt a protocol that it will not meet with members of the police agency that employs a subject officer to exchange information about an ongoing investigation.
- SiRT should also adopt a protocol that sets out how information will be exchanged when two agencies are engaged in parallel criminal investigations. Any such exchange of information must occur in writing.
- While a SiRT investigation is ongoing, SiRT should not share information with the agency that employs the subject police officer(s) for the purposes of an internal investigation conducted by that agency, including internal conduct or workplace investigations.

SiRT Actions:

- SiRT has formalized this practice in policy, MOUs with police agencies, and a template letter for sharing information has been developed and must be approved and signed by the Director before issuing.
- The Police Act is clear that no information should be shared with the agency that employs the subject(s) of an investigation until the conclusion of the SiRT investigation. SiRT complies with the Police Act.
- SiRT hosted a cross-Canada meeting of similar organizations and a subsequent meeting with the RCMP National Headquarters and "H" and "J" Divisions to ensure its practice in this regard is consistent.

6. Expert Witnesses Retained by the SiRT

The Commission recommends that:

SiRT should adopt written protocols for the identification and retention of experts in its investigations. These protocols should reflect Canadian legal principles with respect to the reliability and independence of expert witnesses.

SiRT Actions:

- A policy has been developed and formalized for the identification and retention of expert witnesses.

7. SiRT Resources (complete and ongoing)

The Commission recommends that:

The Province of Nova Scotia should undertake a review of SiRT's budget and staffing complement to ensure it can fully exercise its investigative responsibilities and perform its public accountability function and maximize its contribution to enhanced confidence in policing in Nova Scotia.

SiRT Actions:

- An FTE was provided, and a Manager of Communications & Special Projects was hired in December 2024.
- SiRT is happy to work with the Department of Justice as it reviews resourcing and is engaged in ongoing communication with senior officials in both Nova Scotia and New Brunswick.

8. SiRT Reports

The Commission recommends that:

- Section 9 of the SiRT Regulations should be amended to adopt the language set out in section 34 of the Ontario Special Investigations Unit Act. This amendment will ensure that SiRT's public reports in instances where no charges are laid provide sufficient information to allow the public to understand why SiRT has reached its conclusion and to evaluate that outcome.
- Starting immediately, all SiRT reports in which criminal charges are not laid against the subject police officer should be drafted with sufficient detail and analytical transparency to allow the public to understand and evaluate the director's reasoning and conclusions.

SiRT Actions:

- Regulations were amended and approved by the Governor in Council on July 2, 2024, via OIC # 2024-263.
- Before the amended regulations, reports were drafted with additional details.



Glen Assoun Investigation

In 1999, Glen Assoun was wrongfully convicted and sentenced for the murder of his ex-girlfriend, Brenda Lee Anne Way.

A new trial was ordered after the Federal Minister of Justice concluded there was a reasonable basis that a miscarriage of justice occurred. After spending almost 17 years in prison, Mr. Assoun was released from prison. In March 2019, a Nova Scotia court acquitted Mr. Assoun and he received a compensation settlement from the federal and provincial governments.

On September 8, 2020, then Minister of Justice and Attorney General for Nova Scotia, Mark Furey, asked SiRT to investigate whether there was criminal misconduct by the police during the period before the appeal of Glen Assoun's conviction.

In March 2021 SiRT engaged the Independent Investigations Office of British Columbia (IIOBC) to investigate this matter to ensure independence from Nova Scotia. Unfortunately, on April 18, 2023, the IIOBC provided notice that due to significant workload and resource issues it would not be able to continue its investigation.

Since that time SiRT has been actively communicating and working to find an external oversight agency to conduct this investigation.

SiRT recognizes that this is a matter of national importance and an independent, transparent criminal investigation is necessary and important to ensure that the administration of justice is upheld.

Serious Incident Response Team Members

Director

Erin Nauss, located in Nova Scotia. The Director cannot be a current or former police officer.

Assistant Director

Rebecca Butler, located in New Brunswick.

4 Investigators (Full Time)

Each with over 25 years of criminal investigation experience.

3 Investigators (Full-time Seconded)

They only answer to the Director while seconded:

- 2 seconded from RCMP (one in NS and one in NB)
- 1 seconded from Halifax Regional Police

Manager of Business Administration

Manager of Communications & Special Projects

Administrative Assistant
(VACANT)



TRUST-CONFIDENCE-INTEGRITY-INDEPENDENCE

Part 1 – EMERGENCY MANAGEMENT

Standard	Agency	Provincial Standard	Description
Alert Ready	BPS	Met	MOU with EMO (3 persons authorized to submitted) BPS Policy to be updated
Amber Alert	BPS	Met	Provincial Policy BPS Policy in place
Critical Incident Response	BPS	Met	Service Exchange Agreement BPS Policy in place RCMP national Tactical Operations Manual contains policy related to the 'Incident Commander Program' and details policy for 'Incident Commanders', 'Emergency Response Team', 'Crisis Negotiation Team', 'Containment Teams', 'Public Order'. New policy: 'Critical Incident Program Resource Modernization' (2025-03-31) takes an evidence-based approach to mitigate identified risks and organizational obligations under the Canada Labour Code to improve public and police safety. Operations Manual contains policy 'Incident Management Intervention Model' (IMIM) and 'Public and Police Safety' policy for 'Immediate Action Rapid Deployment'. H Division has supplemental policy related to 'Critical Incident Program Activation' and 'Public Order'
Disaster and Emergency Response Coordination	BPS	Met	Local, Provincial and Federal Act's in place BPS Policy to be updated RCMP national Operations Manual 'Emergency Management' prescribes policy for the preparation of emergency plans as legislated by several federal government documents including the Emergency Management Act, Federal Policy for Emergency Management and the RCMP Strategic Emergency Management Plan. National and H Division supplemental policy, is in place related to the Critical Incident

			Program. As per the RCMP national policy definition, critical incident program resources refer to critical incident commanders, emergency response teams, critical incidents, crisis negotiation teams, police dog service teams, tactical police explosive technicians, tactical medics, remotely piloted aircraft systems teams, search and rescue teams, emergency management teams, and emergency support unit personnel, including all communications, media relations, and operational centre personnel.
Ground Search and Rescue (GSAR)	BPS	Met	MOU in Place with Provincial GSAR and Local GSAR BPS Policy in place
School Safety Planning	BPS	Met	Safe Action for Emergencies (SAFE)RCMP School Safety Plan in place BPS Policy to be updated
Underwater Recovery Operations	BPS	Met	Provincial Service Exchange in place BPS Policy in place RCMP national Operations Manual chapter "Underwater Recovery Team" addresses duties, training, equipment and diving operations. The program is regulated by Canada Occupational Health & Safety Regulations, Part XVIII, Diving Operations.

Part 2 – POLICE INVESTIGATIONS

Standard	Agency	Provincial Standard	Description
Confidential Human Sources, Informants and Agents	BPS	Met	BPS SOP currently in Place (RCMP) BPS Policy to be updated
General Investigation Guidelines	BPS	Met	Number of BPS standards currently in place BPS Policy to be updated
Major Case Management	BPS	Met	MCM Used Officers trained at CPC BPS Policy in place
National Security and Counterterrorism	BPS	Met	MOU in place with RCMP, BPS Policy in place RCMP National Security and Counter-terrorism policy 'National Security Investigations'. This policy references agreements signed pursuant to Section 6(2) of the Security Offences Act between the Solicitor General of Canada and the Attorney-General of each province and the RCMP Commanding Officers and the Chiefs of Police in each division; MoU between CSIS and the RCMP.
Organized Crime	BPS	Met	PEC, CISNS BPS Policy in place RCMP national 'Criminal Intelligence Program' and subsequent chapters 'Organized Crime/Criminal Group Investigations'. H Division has supplemental policy pertaining to Division Criminal Analytical Section (DCAS)
Police Forensic Identification Services	BPS	Met	In house, MOU as well with Truro PS MOU with CLC RCMP Ottawa in place BPS Policy to be updated

Police Service Dog	BPS	Met	In house, MOU with HRP and Truro PS BPS Standard in place' BPS Policy to be updated
Suspect Surveillance	BPS	Met	In House, officers trained by RCMP and HRP BPS standard in place BPS Policy to be updated. RCMP national Operations Manual chapter 'Surveillance' which includes Electronic and Physical Surveillance. H Division supplemental policy also addresses Surveillance.
Undercover Operations	BPS	Met	BPS Policy in place
Viclas	BPS	Met	Managed by RCMP, RCMP National Operations Manual chapter 'Operational Databases' prescribes policy for 'ViCLAS'. H Division supplemental policy is under revision. PART 3 – POLICE SERVICE BPS Policy in place

Part 3 – POLICE SERVICES

Standard	Agency	Provincial Standard	Description
Community Patrol and Service Response	BPS	Met	BPS SOP in place, BPS Board of Commission By-laws in place BPS Policy to be updated
Missing Persons Investigations	BPS	Met	BPS SOP in place BPS Policy to be updated
Parental & Non-Parental Child Abductions	BPS	Met	BPS SOP in place BPS Policy to be updated
Response to Vulnerable Persons	BPS	Met	MOU SSRH, MOU Medical Alert, Project Life Saver, Senior Safety BPS Policy to be updated
Search & Seizure	BPS	Met	Criminal Code/ Case-Law BPS Policy in place
Technical & Internet-Related Crime	BPS	Met	Currently through RCMP (DFS Federal Policing) RCMP national Operations Manual chapter 'Internet Facilitated Crime' includes Child Sexual Exploitation on the Internet, 'Cybercrime', 'National Digital Forensics Program' and 'Using the Internet for Open Source Intelligence and Criminal Investigations'. National Cybercrime Coordination Centre (NC3) located at National HQ as well as National Child Exploitation Crime Centre. H Division supplemental policy 'Internet Facilitated Crime' and 'Child Pornography on the Internet' BPS Policy to be updated
Traffic Law Enforcement	BPS	Met	Traffic Position SOP in place BPS Policy to be updated
Vehicle Pursuits	BPS	Met	BPS SOP in place BPS Policy in place

Part 4 – RECORDS MANAGEMENT

Standard	Agency	Provincial Standard	Description
Legal Advice	BPS	Met	BPS SOPS Town Legal Council PPS Charge Consult policy BPS Policy in Place
Police Interim Release	BPS	Met	BPS SOP 24/7 Duty Crown PPS JP Centre BPS policy to be updated
Police Investigational Records	BPS	Met	MOU with RCMP MOU CPIC MOU ACIIS BPS Various SOPS BPS Policy to be updated
Property Handling & Seizure Management	BPS	Met	BPS SOPS RM PROS Exhibit Movement RCMP national Operations Manual chapter 'Exhibits' prescribes policy for 'Processing', 'Accessing' and 'Disposal'. It also addresses firearms, prohibited weapons, munitions, explosives, biological, currency and negotiable instruments. Drug Exhibits are dealt with under chapter 'Drugs' BPS Policy to be updated
Prosecution Files & Court Documents	BPS	Met	BPS SOPS PPS Protocol Policy PPS E-Disclosure Policy BPS Policy to be updated
Public Policy Publication Standard	BPS	Met	PPS Policy PPS E-Disclosure Policy BPS Crown Check Sheet BPS Policy to be updated
Warrant & Other Judicial Authorizations	BPS	Met	Criminal Code Canada CDSA JP Centre Supervisor Check sheet BPS Policy to be updated

Part 5 – USE OF FORCE

Standard	Agency	Provincial Standard	Description
Conducted Energy Weapons	BPS	Met	Multi BPS SOPS CEW Policy Use of Force Re-certs BPS Policy in place
Crisis Intervention & De-Escalation	BPS	Met	BPS SOP BPS Policy in place
Firearms	BPS	Met	BPS SOP Annual Firearms Re-Cert BPS Policy in place
Impact Weapons	BPS	Met	BPS Policy in place
Intermediate Weapons	BPS	Met	BPS Policy in place
Reporting and Investigation Following the Use of Force	BPS	Met	BPS SOP Use of Force Coordinator in place BPS Policy in place
Specialty Munitions	BPS	Met	BPS Policy in place
Vascular Neck Restraint	BPS	Met	Use of Force BPS Policy in place

Jillian Croft

From: Scott Feener
Sent: Wednesday, August 13, 2025 2:27 PM
To: Jillian Croft
Subject: FW: Acknowledgement of Receipt

From: Kamotzki, Kurtis
Sent: August 13, 2025 13:57
To: Scott Feener <Scott.Feener@bridgewaterpolice.ca>
Cc: Policing Standards ; Marchand, Charcy
Subject: Acknowledgement of Receipt

CAUTION: This email originated from an external sender.

Chief Feener,

Thank you for delivering your department's formalized agreement via secured link to Kurtis Kamotzki on August 13, 2025, in accordance with the Nova Scotia Policing Standards. The Department of Justice acknowledges receipt of the submitted documents and will conduct a cursory review. If any issues are identified during this process, we will contact your office directly to seek clarification or discuss any necessary follow-up actions.

I have CC'd the policing standards email in this response should you wish to email documents or questions as they pertain to Police Standards. Please retain this email as confirmation for your records.

Thanks,

Kurt



**Department of
Justice**

Kurtis Kamotzki
Manager, Police Strategy and
Governance
Public Safety and Security Division
1690 Hollis St. Halifax, NS
Phone: (902)

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Jillian Croft

From: Scott Feener
Sent: Wednesday, August 13, 2025 2:29 PM
To: Jillian Croft
Subject: FW: Standards

From: MacNeil, Chris A
Sent: July 29, 2025 12:54
To: Scott Feener <Scott.Feener@bridgewaterpolice.ca>
Subject: Re: Standards

CAUTION: This email originated from an external sender.

Hi Scott,

Thanks for the update. I will confirm when we have completed the download of the policies. Please ensure the link is provided on or before August 1, 2025. Additionally, I will state as I have with other agencies, any time we begin an audit we will ask for the most recent policy related to the Audit Topic.

Thanks for the engagement on this request.

Chris



Department of
Justice

Chris MacNeil, CPA ^{he/him}
Managing Auditor
Public Safety and Security Division
1690 Hollis St. Halifax, NS
Tel: (902)

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From: Scott Feener <Scott.Feener@bridgewaterpolice.ca>
Sent: Tuesday, July 29, 2025 12:43 PM
To: MacNeil, Chris A
Subject: Standards

**** EXTERNAL EMAIL / COURRIEL EXTERNE ****

Exercise caution when opening attachments or clicking on links / Faites preuve de prudence si vous ouvrez une pièce jointe ou cliquez sur un lien

Good afternoon Chris,

I will be sending you a link to download our SOPs etc for the standards.

These will be ever changing and the Provincial Police will not enter into any MOU's until the funding formula has been approved.

Once received will you confirm please.

Scott



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MEMORANDUM

To: All Bridgewater Council Commissions & Committees- Volunteer Members

Fr: Town Council

Date: August 12, 2025

RE: DEIA (Diversity, Equity, inclusion & Accessibility) Education Training

At Council's regular meeting on August 11, 2025, Town Council passed a motion requiring Council members to complete basic accessibility and inclusion training – this is being undertaken in keeping with the Town's stated Strategic Priorities and provincially mandated education initiatives.

This is the same training program that staff are required to complete. The briefing note from the Council meeting is attached to provide additional information.

At the meeting, a discussion also took place on whether the volunteers who serve on Committees of Town Council should be required to take the same training.

Before making any decisions on whether the training should be a requirement for committee members, Council asked staff to consult with the members of the Town's various committees and commissions to receive input on this matter to help shape Council's direction.

ABOUT THE TRAINING

There are about 12 hours of education, combining of both in-person and online, that all staff and Council will complete by December 2026. The programs are aimed at providing insight into the importance of building accessibility and inclusion into all aspects of our work.

Town Council understands that as volunteers this is an additional demand on your time.

Members of Town Council also indicated that they see the social and community-building benefits that stem from a growing understanding of accessibility and inclusion.

Access to training will help improve equitable and inclusive access to services, while nurturing a progressive sense of belonging for all our community's residents.

With all this in mind, the Town is seeking your feedback on whether you believe such training would be beneficial for members of Committees and Commissions of Town Council, and whether you believe it makes sense for Council to require all committee members to participate in such training.

We request all feedback be submitted by no later than August 29, 2025. Please note that the cost of the training for all committee members would be fully covered by the Town of Bridgewater if enrolment becomes a requirement of Council.

Questions may be directed to the Chief Administrative Officer Tammy Crowder [tammy.crowder@bridgewater.ca], or Deputy Chief Administrative Officer Mark Flint [mark.flint@bridgewater.ca]. You may respond individually or jointly as a group.

/attachment - Council#: 25-138



REQUEST FOR COUNCIL DECISION	
SUBMITTED BY:	Mark Flint, Deputy CAO
PREPARED BY:	Mark Flint, Deputy CAO
DATE:	August 11, 2025
SUBJECT:	Diversity, Equity, Inclusion and Accessibility (DEIA) Staff Education

Document # 25-138	
CAO Approval	TC
Date: 28 July 25	
COPIES TO:	
Council	x
Discussion Session	
Agenda	11 Aug 25
Committee	
Other	

ORIGIN

Part of the Town of Bridgewater's strategic plan to build a culture and workplace that is diverse, inclusive and accessible.

RECOMMENDATION

That Council and other Council advisory committee members complete the same DEIA education plan as staff by December 2026.

BACKGROUND

In the spring of 2025, Council approved the draft Regional Anti-Racism and Diversity Action Plan 2025-2028, and the Lunenburg County Accessibility Plan 2025-2028. Staff have now identified education that will help to promote healthy attitudes as well as planning and design practices that will contribute to an inclusive culture and accessible public spaces. The intent is to have all staff complete this training by December 2026.

DISCUSSION

The Municipality of Chester, the Municipality of the District of Lunenburg (MODL) and the Regional Anti-Racism Coordinator researched seven education providers (briefing note enclosed). Although MODL selected a different service provider, the remainder of the regional municipal units have recommended the education provided by the Nova Scotia based company, Placemaking 4G (P4G). It is a nine hour online, self-paced learning package. Cost per person is currently \$75 (price could potentially decrease depending on total regional volume). Some staff have already started/completed the online package that was provided at no cost.

The Regional Accessibility Coordinator, Ellen Johnson, and our staff will work together to deliver a three-hour in-person package to all staff on the essentials of accessibility. There is no additional cost beyond staff time.

Council could access P4G training online. Council members could attend staff training as their calendar's permit, or a separate session could be provided according to Council's availability. Other Town of Bridgewater committees (Museum, PSC, etc) could also do the training.

IMPLICATIONS

Financial

For 180 people (staff, Council and other committee members) the total cost for P4G is approximately \$15,500. This cost will be split between the 2025 and 2026 fiscal years. 2025 costs are within the 2025 EDI budget.

Strategic Plan

Aligns with Council's strategic priorities.

Legal

N/A

Workload

Additional workload for the Regional Accessibility Coordinator. Additional trainers will need to be developed.

Accessibility/EDI

This is a core activity in building EDIA capacity.

OPTIONS

1. Accept the recommendation for Council and other Council advisory committee members to complete the education by December 2026 as presented.
2. Reject the recommendation and propose a modified education approach.
3. Direct staff to provide further options based on Council guidance.

COMMUNICATONS

Once Council has completed all education and training, a public communication could be crafted.



INFORMATION REPORT

REPORT TO: Tara Maguire, CAO
 DATE: June 17, 2025
 DEPARTMENT: Corporate and Strategic Management
 SUBJECT: Online staff training modules for EDI
 ORIGIN:

CURRENT SITUATION

We are in our third year of implementing the EDI Action Plan and looking at Phase 2 of training. We gathered four quotes and training descriptions last August, paused as the regional agreement began implementation, and most recently gathered information on a fifth option for your consideration. All options are online modules that are self-paced and can accommodate training for all staff, Councillors, and committee members (as needed).

BACKGROUND

Many municipal staff have completed a foundational, one-day workshop on basic diversity and inclusion training. The training was mandatory and well received. We anticipated a Phase 2 to be implemented for secondary training; however, with a number of new staff and recommendations from our former Regional Anti-Racism Coordinator on some more specific topics, we opted to look for online training options.

DISCUSSION/ UPDATES

The cost of the training modules will come from our EDI training budget. Modules are either subscription-based or licence-based, all online, and self-paced. Modules completion status for each assigned user is visible.

Company	Content	Requirements			Cost
		Micro-learnings	Resource Material	Support Lun Co	
Paradigm Reach https://www.paradigmhq.com/online-learning/ *Rank 2	Eight courses with 30+ micro workshops, self-paced, online, access to guides, checklists, and workbooks. Courses are tracked so we know when staff have completed. Material updated quarterly. Customer Coach available to help with rollout. Customizable EDI program using a library of 60+ complete courses and 8000+ components using gaming. Also offers an assessment tool as one of the modules.	X	X	X	\$11,000 USD/ year for 99 seats with a two-year commitment \$15,000 USD for 499 seats with a two-year commitment
RW3 Culture Wizard https://www.rw-3.com/ *Rank 4		X	X		\$25,000 USD/ year for 100 seats *customizing is \$250/hour + content

The Canadian Diversity Project https://candiversity.com/ *Rank 5	Three courses.	X			\$12,000 CAD (purchase individual modules)
Canadian Equality Consulting https://canadianequality.ca/services/training/ *Rank 3	Six 25-minute modules. Customizable.	X	X	X	\$650 kick-off PLUS \$7,800 CAD for 100 seats OR \$19,000 CAD for 300 seats
Placemaking 4G *Rank 1	NS-centric with 11 modules covering a variety of topics, such as bias, privilege, power, belonging and difficult conversations. First voice content confirmed. There is also deeper learning available through 2.5 hour in-person workshops at an additional price.	X	X	X	\$75/seat CAD *\$45/seat if they can secure more mun seats. We can approach other Lun Co units as there was an interest before.

Jennifer Webber and Gord Tate interviewed four of the five vendors (JW interviewed P4G alone). After a debrief where results were charted, it was agreed that Paradigm provided the most extensive program relevant to our needs. Programming from Canadian Equality Consulting wasn't as extensive but is a Canadian company with a reasonably priced product.

After interviews, the pursuit of training was paused while the Regional Coordinator submitted a grant application for region-wide training. The application was unsuccessful. The Province and other public sector organizations are in negotiations with Placemaking 4G. As part of the negotiations, P4G made free seats available to a number of government employees. At least three of our staff members are taking the training and have reported positively and would recommend to others.

Placemaking 4G is a recruitment firm with 70% of successful placements are from an equity-seeking demographic. To ensure the ongoing success of their placements P4G began to offer equity training to employers. Their program is first voice, affordable, NS-centric, and covers relevant topics with the option of follow-up in-person 2.5 hours workshops.

RECOMMENDATION

After reviewing all five vendors and accessing demos of two, staff recommends Placemaking 4G based on content, relatability, and cost.



DOC#: _____

APPROVED: _____

DATE RECEIVED: _____

COPIES TO: _____

COUNCIL: _____

PSC: _____

Sr. Mgmt: _____

Discussion Session: _____

Meeting Agenda: _____

MEMORANDUM

To: Bridgewater Board of Police Commissioners

Fr: Town Council

Date: August 12, 2025

RE: Recommendation - Budget Consideration - Additional Video Cameras in the Downtown

Please be advised that Council, at its August 11, 2025, regular meeting, discussed the matter of additional video cameras being installed in the downtown core, focused on public property (parks etc). There is concern over increased activity in and around Town parks in the downtown core. It is hoped that greater camera coverage will deter this activity and assist with investigations into such activity. Council would like to have this scoped and planned for in the upcoming 2026-2027 budget.

As a result of the discussion, the following resolution was unanimously approved:

"Moved and Seconded that Town Council for the Town of Bridgewater refer the matter of additional video cameras in the downtown core area to the Bridgewater Board of Police Commissioners for consideration in the 2026-2027 budget."

In recognition of Council's desire to have greater video camera coverage as soon as possible, Council did discuss a willingness to entertain pre-budget approval (for the 2026-27 fiscal year) or unbudgeted approval for 2025-26, dependent upon the ability of police services to consider and scope the project, as well as the associated costs. Please place on the next available agenda of the Bridgewater Board of Police Commissioners for consideration.