

NIAGARA REGIONAL POLICE SERVICE | STRATEGIC PLAN

2019-2021



FIFTY YEARS OF SERVICE 1971-2021

Mission Statement

The Niagara Regional Police Service is dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara.

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

Members of the Niagara Regional Police Service believe...

In pursuing excellence in every circumstance;
In being fair and unbiased in the performance of duties in accordance with the Charter of Rights and Freedoms;
In treating all victims of crime with compassion and understanding;
In maintaining professional standards of conduct at all times;
In being approachable, courteous and open to all;
In developing creative solutions to policing concerns, through community oriented policing;
In striving to be active participants and leaders in the community; and,
In providing a professional satisfying work environment that respects employees' rights and encourages personal and professional growth.

MESSAGE FROM THE BOARD CHAIR

On behalf of my colleagues on the Board, I am pleased to present the Police Services Board's 2019 – 2021 Strategic Plan for the Niagara Regional Police Service. As the civilian governing body that oversees the Niagara Regional Police, we are mandated to develop a Strategic Plan which sets the framework and a clear direction for the Niagara Regional Police over the next three years.

The 2019 – 2021 Strategic Plan identifies our policing priorities and will serve as our compass for how police services are provided across our Region. It was developed through a collaborative effort with the residents of Niagara Region, our community stakeholders, elected officials, members of the Niagara Regional Police and the Police Services Board. The goals and objectives contained in this Plan reflect their feedback and put the citizens of Niagara Region first by ensuring that we focus on serving our communities in the most efficient and effective manner.

As Board Chair, I wish to express our thanks to all those who contributed to the formulation of the current Strategic Plan. The Board looks forward to fulfilling the commitment of our new Plan and is confident that we can build on our successes to provide quality policing to the communities of Niagara Region.

On behalf of the Niagara Police Services Board, I extend appreciation to the women and men who serve as sworn members, civilian support staff and volunteers that work together to make a positive difference in our communities. We look forward to fulfilling the commitments outlined in this Plan and will strive to maintain the highest standards to ensure Niagara Region remains one of the safest communities in Canada.

Thank you for your ongoing support of our policing efforts to keep Niagara Region safe and secure.



Kenneth A.W. Gansel
Chair, Niagara Police Services Board



Vice Chair
William Steele
Mayor of Port Colborne



Committee Chair
Vaughn Stewart
Provincial Appointee



Henry D'Angela
Regional Council
Appointee



Bob Gale
Niagara Falls
Regional Councillor



Deb Reid
Executive Director



Tara McKendrick
Provincial Appointee



Kevin Gibson
Mayor of Wainfleet

NIAGARA POLICE SERVICES BOARD

The Niagara Police Services Board is a civilian board overseeing the Niagara Regional Police Service.

Four board members are appointed by Niagara Regional Council and three by the Province of Ontario.

To learn more about the Police Services Board or see the Board's meeting schedule, visit www.niagarapolice.ca



Bill Fordy, M.O.M.
Deputy Chief of Police



Brett Flynn
Deputy Chief of Police



Brian Ash
Superintendent



W. George Bench
Superintendent



Richard Frayne
Superintendent



Cindy White, M.O.M.
Superintendent



Akram Askoul
Director



Lisa DiDonato-DeChellis
Director

MESSAGE FROM THE CHIEF OF POLICE

It is my pleasure to share with you the Niagara Regional Police Service's 2019 – 2021 Strategic Plan. The development of the Plan was the direct result of the collective efforts of our Police Services Board, Service members and our local community stakeholders and elected officials.

The Plan serves as a roadmap over the next three years. Specifically, it addresses the effective and efficient delivery of policing services and promotes organizational performance, community engagement and collaboration.

Our Plan recognizes that police cannot contribute to community safety and well-being in a vacuum. On the contrary, community safety and well-being requires police to work in collaboration with stakeholders from our business community, social services, diverse communities, educational institutions and other first responder agencies. Collectively, we can make our community a place to live, grow and play.

The Plan also takes into account the need to provide our members with the necessary resources to adequately and effectively deliver the quality of policing that Niagara expects and enjoys. It also recognizes that the Service must be mindful of the health and psychological wellness needs of our members by providing peer and professional support to address the challenges they face on a daily basis.

I would like to take the opportunity to personally thank Chair Ken Gansel and the entire Police Services Board for the continued support that they provide to the men and women of the NRPS, civilian and sworn alike, in the work they do for our community.

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



Bryan MacCulloch, M.O.M.
CHIEF OF POLICE

NRPS Organizational Chart

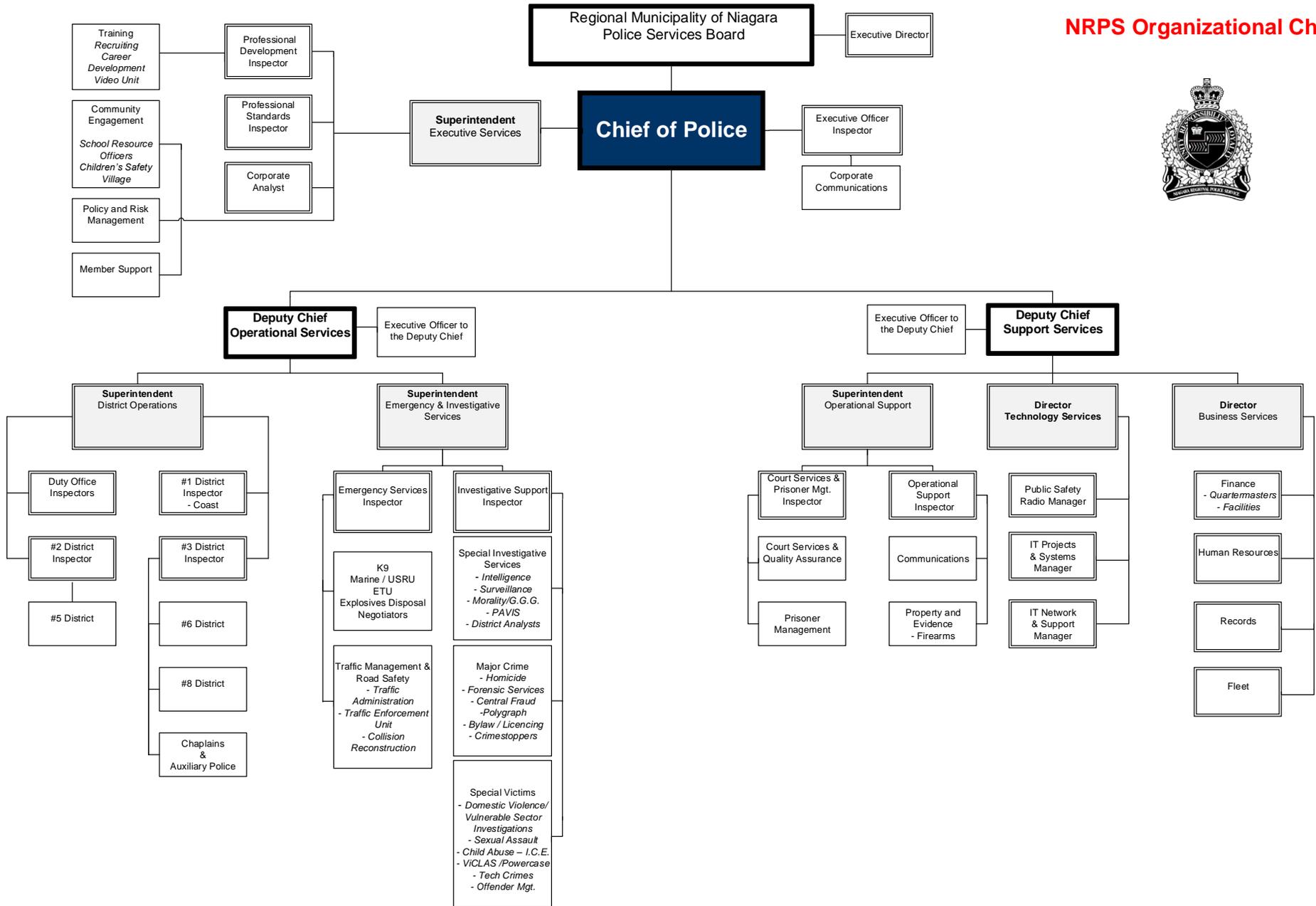


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Headquarters & 2 District, 5700 Valley Way, Niagara Falls, Ontario, Canada, L2E 1X8

Commitment to Excellence

It is our pleasure to introduce the Niagara Regional Police Service's **2019-2021 Strategic Plan**. This Plan represents the culmination of work conducted by a cross-section of Police Services Board members, members across our Service and the community at large. Moving forward over the next three years, the Niagara Regional Police Service will build upon the successes it has seen over the previous 3-year Plan.

The main themes associated with our goals and corresponding objectives are **public safety, community engagement and organizational excellence**. The Service will also continue to work towards promoting a respectful workplace, fairness in the treatment of those we interact with, and broadening our relationships with our community partners, including diverse communities. With the collective support of the community, Police Services Board and other stakeholders, these expectations can be realized.

The Board, in partnership with the Chief of Police, must prepare a detailed strategy for the development of the Strategic Plan, consistent with requirements of the Regulation.

Protocol with Regional Council

The Police Services Board is required to enter into a protocol with Regional Council pursuant to Section 32(1) of the *Adequacy Standards Regulations*. This protocol must address:

- The sharing of information with council and the type of information and frequency of the sharing of such information;
- The dates which the strategic plan and annual report are to be provided to council;
- The responsibility for making public the Strategic Plan and Annual Report; and,
- If council chooses, jointly determining, and participating in the consultation process for the development of the strategic plan.

As a result the Protocol for the Sharing of Information between the Regional Municipality of Niagara Police Services Board and the Regional Municipality of Niagara was entered into.

Niagara Region

Found in Southern Ontario between two of North America's Great Lakes (Ontario and Erie), the Region is well linked to the North American marketplace through all major modes of transportation; road, water, air and rail. The Welland Canal, which is a true tourist attraction in its own right, is also one of the major factors in Niagara's focus on transportation. New York State borders on the east. With four bridges less than an hour away from major Canadian cities such as Hamilton, Oakville, Mississauga, and Toronto, Niagara has proven to be a vital link to businesses in both the United States and Canada.

Covering 1,850 square kilometers (715 square miles), Niagara is one of the largest geographical areas policed by a municipal police service. Its 12 unique municipalities include large urban centres such as St. Catharines and Niagara Falls, as well as towns with a distinctly more rural favour such as Wainfleet and West Lincoln. Niagara also has a total of 161 kilometers of shoreline and a total of 1,500 square kilometers of international water surrounding its borders. Based on Statistics Canada data, the estimated population at the end of 2018 was 458,986.





Our Community

(12 local municipalities – population 458,986)

If Niagara had 100 people, the socio-demographic make-up would be...

Sex Composition

48 would be male

52...would be female

(Ontario – 49 males; 51 females)

Age Composition

21...would be 0 – 19 years old

23...would be 20 – 39 years old

35...would be 40 – 64 years old

21...would be 65+ years old

Median Age

46 years

(Ontario – 39.8 years)

Income

After taxes, the median family income would be...

\$72,105

(Ontario – \$89,578)

Single Parent Income

After taxes, the median family income for single parents would be...

\$46,684

(Ontario – \$49,428)

Shelter Costs

1 in 4

Families would spend 30% or more of their net income on shelter costs

Marital Status

57...would be married or common-law

26...would be single

17...separated, divorced, or widowed

Visible Minorities

The most visible minorities are:

1. Black
2. South Asian
3. Chinese

Ontario

1. South Asian
2. Chinese
3. Black

Immigration Status

82...were born in Canada

17...have immigrated to Niagara

1...are a non-permanent resident

Educational Attainment

51... would have a post-secondary degree, diploma

31... would have a high school diploma

18... would have less than high school

Employment Status

93... would be employed

7... would be unemployed

Industry of Employment

29...Sales and Service

15...Trades

13...Business

11...Management

11...Education, law, government, social services

7...Health

5...Manufacturing

9...Other

Our People

| Uniform | | Civilian | |
|------------------------|------------|------------------------------------------------------|------------|
| Chief of Police | 1 | Director | 2 |
| Deputy Chief of Police | 2 | Managers | 8 |
| Superintendent | 4 | Senior Executive Assistants | 5 |
| Inspector | 14 | Civilian Personnel | 291 |
| Staff Sergeant | 29 | (includes all Special Constables, | |
| Sergeant | 114 | specialists, technical and administrative positions) | |
| Constable | 544 | | |
| Total Uniform | 708 | Total Civilian | 306 |

Sex Distribution of Personnel

| Uniform | Male | Female | Civilian | Male | Female |
|------------------------|------|--------|--------------------|------|--------|
| Chief of Police | 1 | 0 | | | |
| Deputy Chief of Police | 2 | 0 | | | |
| Superintendent | 3 | 1 | | | |
| Inspector | 14 | 0 | Director | 1 | 1 |
| Staff Sergeant | 28 | 2 | Manager | 5 | 3 |
| Sergeant | 100 | 14 | Civilian Personnel | 52 | 185 |
| Constable | 443 | 101 | Special Constable | 41 | 18 |
| Recruits | 11 | 2 | | | |

Age Distribution of Police Officers

| 20-24 years | 25-29 years | 30-34 years | 35-39 years | 40-44 years | 45-49 years | 50-54 years | 55-59 years | 60+ years |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| 1.0% | 8.3% | 13.1% | 14.8% | 17.5% | 23.4% | 14.8% | 5.5% | 1.7% |

Police, Crime and Community

What our community and members tell us...

Crime and Public Safety

- Cybercrime and child exploitation are a growing concern
- Increase in human trafficking is on our radar
- Opioid abuse reaching epidemic proportions
- Mental health calls for service at an all-time high
- Keeping our roadways safe from drivers impaired by substance
- Overall, Niagara is one of the safest communities in Canada – ranked one of the lowest in crime severity across CMAs

Policing in a Changing Environment

- Public trust and transparency is vital to our community
- Community stakeholders and diverse communities seek greater collaboration and engagement
- Increasing fiscal accountability
- Health and well-being of our members is paramount
- Business intelligence, efficiency and continuous improvement is essential to organizational excellence
- Data supported response time analysis of front-line workload is required for effective service delivery

Strategic Plan Development

In the preparation of this Plan, our strategic development initiatives included the following:

1. Internal Environmental Scan (member profile, workplace assessment, members' survey).
2. External Environmental Scan (e.g., socio-demographic profile of Region, crime trends, etc.).
3. Town Hall Meetings.
4. External Stakeholder Focus Groups.
5. Community Satisfaction Survey.



The Niagara Regional Police Service's 2019 - 2021 goals have been developed after comprehensive consultation with the community and our members. Based on all available data, the Strategic Plan Committee identified three goals for this planning cycle. These goals are equally important and any one goal does not receive any more attention than other.

Goal 1: Improve Public Safety

Rationale: The Niagara Regional Police Service is committed to delivering quality police service to all communities within the Regional Municipality of Niagara with objectivity, fairness and compassion. The Service will commit to address public safety issues through intelligence-led policing, to working closely with community partners, and to develop proactive and prevention strategies.

Goal 2: Foster a Culture of Community Collaboration and Engagement

Rationale: As a public safety organization that serves the community, the Service is aware that it needs to improve and expand ways to deliver key messages, share information, receive feedback and work collaboratively with the public, our community stakeholders and diverse communities in order to better reach out and work to solve community issues. In 2019 and beyond, information sharing and collaboration will be the focus of our engagement initiatives.

Goal 3: Enhance Organizational Excellence

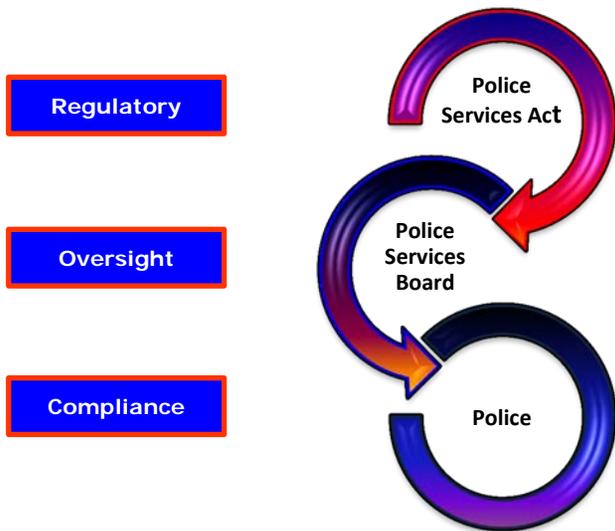
Rationale: The Service is committed to streamline and centralize processes, conduct workload analyses and manage business continuity. Business intelligence strategies will be central to this strategic planning cycle. Further, organizational excellence can only be achieved by creating a healthy and respectful work environment that supports fairness, opportunity, a sense of belonging, and promotes diversity.

All three goals have several objectives and multiple performance metrics attached to each. Each performance metric has corresponding measurable targets and timelines. Compliance will be monitored by the Strategic Plan Working Committee who will report to both the PSB Strategic Plan Committee and ultimately to the Board as a whole, as directed by PSB By-law 356-2015.

Accountability, Compliance and Cost Implications

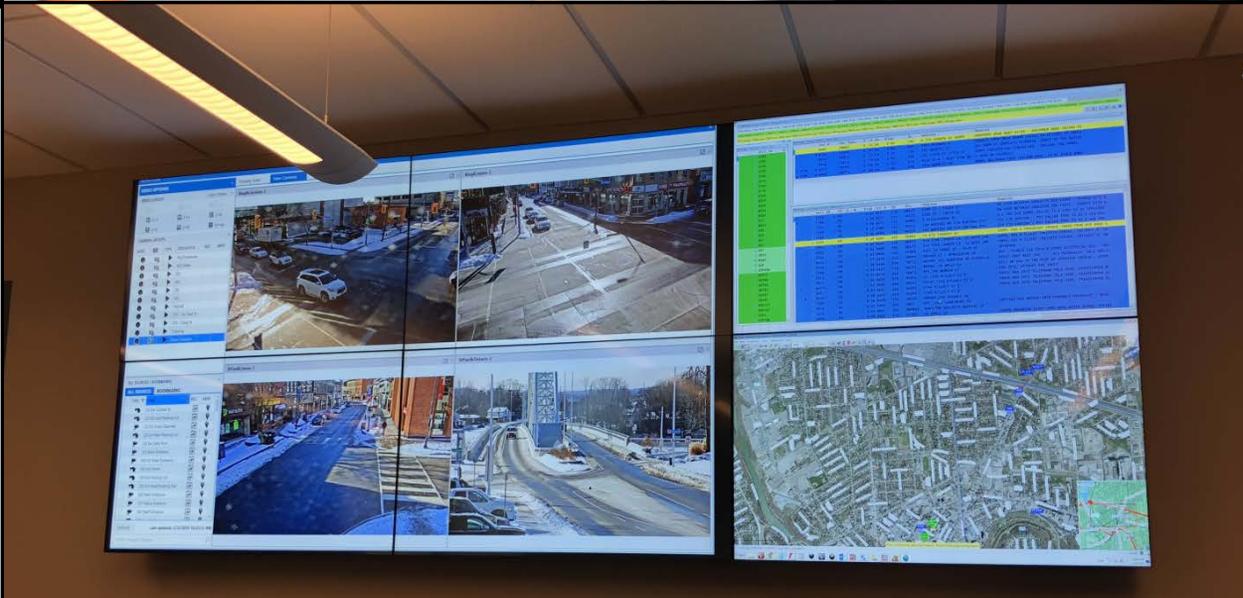
As members of the Niagara Regional Police Service we are committed to providing effective and efficient policing services to the citizens and visitors of the Niagara Region. Our business practices are guided by legislation, Police Services Act Adequacy Standards, Police Services Board bylaws, the Region's enhanced financial management system and our own corporate policies and procedures. We recognize this important responsibility and actively work to meet expectations.

Throughout this document, the onus of accountability to meet performance metrics and targets is clearly outlined. This accountability is very broad and includes, but is not limited to fiscal responsibility, services provided, community policing, crime prevention, technology, leadership, member recruitment and well-being. The Strategic Plan Working Committee will monitor compliance and provide status updates to the Executive Leadership Team, the PSB Strategic Plan Committee and the Police Services Board as a whole on an annual basis.



The Strategic Plan supports our priorities and commitment to our shared vision and values. Throughout this Plan, cost efficiency steps have been outlined in order to find ways of making resources available for other over-burdened areas. We also allude to the potential need for additional resources over the course of the Plan, but this may or may not have financial costs associated with those needs since resource re-allocation may address Service area needs. The Service does recognize that individual costs associated with specific performance metrics need to be justified by the Service in the form of Strategic Plans and Police Services Board reports prior to Board authorization in any given year of this business cycle.





Public Safety

Goal 1 Improve Public Safety

| Strategic Objective | Performance Metric | Target |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 To effectively respond to calls for service. | Average response time to emergency calls for service | Respond to emergency calls within (7) minutes for urban and (10) minutes for rural calls for service. Achieve 80% compliance of standard. |
| 1.2 To enhance crime reduction strategies. | The development of a real time, Region wide, common operating picture (COP), to ensure situational awareness at all levels and provide real time actionable intelligence to first responders and criminal investigators. | Establish a baseline of the activities of a fully operational RTOC program and the services it can provide to officers. Achieve a 10% increase in assistance in calls for service in year 2. Achieve a further 5% increase in year 3. |
| | Expand the existing St. Catharines CCTV model to other areas of the Region | Purchase and install additional public CCTV cameras within the first year of this plan. |
| | Engagement of community stakeholders to provide NRPS access to existing CCTV cameras. | Establish a baseline in Year 1 Increase engagement of community stakeholders entering into CCTV camera sharing agreements in Years 2 and 3 |
| 1.3 To reduce crime. | Violent crime rate | 2% reduction each year. |

| Strategic Objective | Performance Metric | Target |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Property crime | 5% reduction in property crime. Facilitator: Superintendent, District Operations |
| | Number of crime prevention initiatives among our Auxiliary Officers. | 5% increase in crime prevention initiatives across the Region, year over year. Facilitator: Superintendent, District Operations |
| | Public perception of uniform visibility and approachability through day-to-day activities (i.e., foot and bicycle patrol and regular contact with downtown and tourist area business merchants and service providers). | Poll downtown business merchants in year 1, 5% improvement year after year. Facilitator: Superintendent, District Operations |
| 1.2 Expand the Real Time Operations Centre (RTOC). | # of times RTOC assists and/or is used by frontline officers. | Create a baseline of RTOC usage in year 1. A 10% increase in year two for each, followed by an additional 5% increase in year 3. Facilitator: Superintendent, District Operations |
| | # of community stakeholders that collaborate with the Service to provide access to existing CCTV cameras over the course of the Plan. | Year 1, 5 stakeholders enter into camera sharing agreements. Year 2 and 3 an additional 10% of community stakeholders enter into CCTV camera sharing agreements. Facilitator: Superintendent, District Operations |

| Strategic Objective | Performance Metric | Target |
|--------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | # of fully functional administrative dashboards made available 24/7 real time. | <p>Dashboards are fully functional and sustainable in Q-1 2019.</p> <p>Ongoing development of dashboards will continue through year one and be implemented in years two and three.</p> <p>Facilitator: Superintendent, District Operations</p> |
| | # of strategies to monitor and manage resources to maximize overall efficiencies in operations. | <p>RTOC will be the centralized hub to manage Service-wide deployment planning, scheduling in 2019 and attendance management by the end of 2020.</p> <p>Facilitator: Superintendent, District Operations</p> |
| 1.3 Enhance road safety. | Collision fatality rate. | <p>5% reduction per year.</p> <p>Facilitator: Superintendents, District Operations and Emergency & Investigative Services.</p> |
| | Personal injury collision rate. | <p>5% reduction per year.</p> <p>Facilitator: Superintendents, District Operations and Emergency & Investigative Services.</p> |

| Strategic Objective | Performance Metric | Target |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4 Enhance waterway safety. | Alcohol and drug impaired driving rate. | 5% reduction per year. Facilitator: Superintendent, Emergency & Investigative Services. |
| | Waterway safety, enforcement and education. | Establish baseline in 2019 to determine the compliance with water safety regulations and increased compliance in 2020 and 2021. Facilitator: Superintendent, Emergency & Investigative Services. |
| | | Annual joint training exercise. Facilitator: Superintendent, Emergency & Investigative Services. |
| 1.6 To develop a strong frontline approach to traffic initiatives. | # of frontline officers receiving mandatory speed detection equipment training | 25% of frontline officers in Year 1 trained; 50% by Year 2; 75% by Year 3. Facilitator: Superintendent, District Operations |
| | Consistent traffic enforcement initiatives across the Region. | Administrative Sergeant will meet with each district once per year over the next 3 years to ensure standardization across districts. Facilitator: Superintendent, Emergency & Investigative Services. |

| Strategic Objective | Performance Metric | Target |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1.7 To ensure that there is a multi-agency understanding of the roles, responsibilities and response strategy related to waterborne incidents among emergency service providers.</p> | <p>Collaboration with other emergency service providers.</p> | <p>One annual training exercise with local fire and EMS each year will be take place.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services.</p> |
| <p>1.8 Increase collaboration with community partners to address the harm associated to substance abuse.</p> | <p># of collaborative consultation and intelligence sharing with GTA police agencies about high level dealers regarding drug traffickers.</p> | <p>10% increase in arrests.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services.</p> |
| | <p># of partnerships with community agencies and the criminal justice system to specifically address human trafficking response in Niagara.</p> | <p>4 – 5 community/criminal justice partners will join forces to work collaboratively with the Unit in order to provide a holistic and comprehensive model in response to human trafficking in 2020.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services.</p> |
| <p>1.9 Enhance support for victims of intimate partner violence through increased collaboration with community partners.</p> | <p>Referrals to victim services in cases identified as at-risk for intimate violence.</p> | <p>Establish baseline in 2019. 5% increase in subsequent years.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |

| Strategic Objective | Performance Metric | Target |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.10 Improve outcomes for victims of intimate partner violence and their families. | Pursue partnerships to establish an early intervention program in response to first-time intimate partner violence. | <p>Early intervention program established and operational.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |
| 1.11 To create a network of justice partners in order to become more operationally efficient in the investigation of internet child exploitation and cybercrime. | # of cybercrime/internet child exploitation partnerships and networking activities with criminal justice partners. | <p>Increase of one partnership/networking activity in each year of the plan.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |
| 1.12 To review and revise Special Victims protocols to ensure greater inclusion of our community partners in supporting victims of crime. | # of community partners' responding to violence. | Review the Sexual Assault Response Protocol to increase at least two additional community partners. Revise protocols to increase the scope of involvement of community partners by year 3 of this plan. |
| | Scope of involvement of community partners supporting special victims increasing the scope of their involvement, including case review and situation tables. | <p>Review of the Child Abuse Protocol for the Niagara Region with integration of the revised Child Youth and Family Services Act.</p> <p>Completion of revised protocol signed and implemented by end of 2019.</p> |

| Strategic Objective | Performance Metric | Target |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <p>Revise protocols to increase the scope of involvement of community partners by year 3 of this plan.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |
| <p>1.13 To improve emergency preparedness in Niagara.</p> | <p># field and desk top exercises to ensure readiness of the Emergency Operations Centre.</p> | <p>All district commanders shall participate yearly in at least one disaster joint training exercise.</p> <p>Facilitator: Superintendents, District Operations and Emergency & Investigative Services.</p> |
| | <p># of Niagara Region Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) committee meetings attended.</p> | <p>Police to attend monthly meetings and to participate in 2 yearly field exercises over the course of the Plan.</p> <p>Facilitator: Superintendents, District Operations and Emergency & Investigative Services.</p> |
| | <p>Amount and quality of information gathered on schools in the Region (e.g., such as technologies, assets and services) essential to the health and safety of citizens and visitors</p> | <p>120 public and private facilities will be visited and assessed over the course of the Plan to create facility floor plans. Make all gathered information available to front line officers through a rewritten SPEAR (School Police Emergency Action Response) program before the end of this Plan.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services.</p> |

Service and Community



Goal 2

Foster a Culture of Community Collaboration & Engagement

| Strategic Objective | Performance Metric | Target |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 To foster continuous, collaborative engagement and dialogue with our community partners. | # of special victim interagency meetings (e.g., FACS, Sexual Assault Centre, Elder Abuse Prevention Network, Youth Resources Niagara, etc.) with a police presence. | <p>Liaison Officer(s) from the Special Victims Unit will be assigned to special victims agencies in Year 1.</p> <p>Year two – Assigned police at 100% of agencies requesting a police presence.</p> <p>Via a survey in year three, 80 percent of stakeholders will express satisfaction with increased police involvement.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |
| | Police presence in diverse communities. | <p>Create a Community Police Diversity Advisory Committee with members from each diverse group by end of Year 1.</p> <p>80% of Committee members agree they are contributing to the betterment of the community and the Service by the end of the Plan.</p> <p>Facilitator: Superintendent, Executive Services</p> |
| | # of international student orientation sessions attended at Brock University and Niagara College. | <p>2 times a year at both Post-Secondary institutions.</p> <p>Facilitator: Superintendent, Executive Services</p> |

| Strategic Objective | Performance Metric | Target |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| | # of Information videos on safety and the law in Canada will be made available in various languages (e.g., Chinese, Hindi, Punjabi, Arabic, French, etc.). | 5 videos in different languages by the end of the business cycle. Facilitator: Superintendent, Executive Services |
| | # of presentations to support newcomers to Canada (e.g., refugees and new immigrants) | Establish baseline in Year 1 Increase by 5% in subsequent years. Facilitator: Superintendent, Executive Services |
| | # of special events supported by member attendance (e.g., Ceremonial Guard). | 5 per year. Facilitator: Superintendent, District Operations |
| 2.2 To enhance communication of key messages regarding policing and public safety issues | # of internet traffic to the Service's website. | 5% increase per year. Facilitator: Inspector, Executive Officer to the Chief |
| | # of social media platform engagements. | 5% increase per year. Facilitator: Inspector, Executive Officer to the Chief |
| | # of public announcements, advisories and/or other public releases. | 2-3 per month in Year 1, 10% increases in Year 2/3 Facilitator: Inspector, Executive Officer to the Chief |

| Strategic Objective | Performance Metric | Target |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Level of community satisfaction with external communication. | <p>Maintain 80+% in citizen satisfaction with the police service. Compare 2019 Community Satisfaction Survey with the 2021 Community Satisfaction Survey.</p> <p>Facilitator: Inspector, Executive Officer to the Chief</p> |
| 2.3 To establish relationships, protocols and Memorandums of Understanding with our community stakeholder groups | Partner with EMS to address people in crisis and special populations. | <p>Create and approve a protocol with EMS to address people in crisis and special populations.</p> <p>Signed protocol executed by the end of year one.</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |
| | Relationships with Indigenous people. | <p>Work with Indigenous people to address officer training requirements for understanding indigenous rights and to improve cultural competence and sensitivity in Year 1.</p> <p>Training video created by the end of Year 1.</p> <p>Mandatory training in Year 2.</p> <p>Facilitator: Superintendent, Executive Services</p> |

| Strategic Objective | Performance Metric | Target |
|----------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2.4 To re-align resources to create greater community engagement opportunities.</p> | <p>Resources re-aligned (e.g., SPEAR Program).</p> | <p>SPEAR program oversight transferred from the Training Unit to Emergency Services (emergency preparedness).</p> <p>Facilitator: Superintendent, Emergency & Investigative Services</p> |
| | <p>Align resources to respond to community needs.</p> | <p>Re-purpose School Police Emergency Action Response (SPEAR) uniform position to create a Community Engagement Officer position under Corporate Communications & Community Engagement.</p> <p>20 prepared presentations per year for young children (10) and senior citizens (10) will be prepared in order for officers to deliver consistent safety and educational messages in each of their respective districts.</p> <p>Establish community engagement baseline contacts in Year 1 and 5% increase in each of the next two years.</p> <p>Facilitator: Superintendent, Executive Services</p> |



Coffee with a Cop

Goal 3 Enhancing Organizational Excellence

| Strategic Objective | Performance Metric | Target |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 To enhance internal communication. | Attendance at four (4) Town Hall meetings with members across the Districts. | Establish baseline in 2019 with live feed Town Hall meetings. Increase participation by 5% in subsequent years. Facilitator: Executive Officer to the Chief of Police |
| | Expand opportunities for member input. | Establish a baseline satisfaction with a 5% increase each year. Facilitator: Executive Officer to the Chief of Police and Corporate Communications |
| 3.2 To promote and enhance employee mental and physical well-being. | # of initiatives re: health and wellness in the workplace (e.g. workshops, published articles, webinars) | 50% of members participate in at least one initiative in Year 1; 75% participate in Year 2. Facilitator: Occupational Health Nurse |
| | Level of employee satisfaction with Service efforts to address well-being. | Maintain 80% or greater level of employee satisfaction. Facilitator: Superintendent, Executive Services and Corporate Analyst. |

| Strategic Objective | Performance Metric | Target |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Resiliency training for new recruits. | Develop in 2019 and implement resiliency training for new recruits in 2020. Facilitator: O.I.C. Career Development and Recruiting Unit |
| 3.3 To have a healthy workforce | Employee attendance. | Non-occupational illness decreased by 5% each year. Facilitator: Director, Business Services |
| 3.4 Enhance employee training and development | Mandatory training compliance. | # of training opportunities/hours. Facilitator: Superintendent, Executive Services and Director, Business Services. |
| 3.5 To develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community. | # of applicants | 10% increase in the # of applicants. Facilitator: O.I.C. Career Development and Recruiting Unit |
| | # of members from diverse communities to be hired by the Service. | 10% increase in diversity hires in Year 3 over Year 1. Facilitator: Superintendent, Executive Services |

| Strategic Objective | Performance Metric | Target |
|-------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.6 Excellence in Dispatch | Accreditation | Achieve recognition as an Accredited Centre of Excellence by the end of Year 1. Facilitator: Superintendent, Operational Support |
| 3.7 To ensure efficient deployment of human, financial and material resources | Annual reviews of specialized services | Conduct three each year. Facilitator: Executive Leadership Team |
| | Annual MPP (Manage Patrol Performance) | Annual review report to the Board. Facilitator: Deputy Chief, Support Services |
| 3.8 Modernization of Records Management. | Information management and governance | Develop governance model and completion of implementation plan. All records electronically filed, stored and retrievable – 50% by 2020, 80% by 2021. Facilitator: Manager, Central Records |

Community Stakeholder Focus Group Participants

Alzheimer's Society of Niagara – Denise Verreault, Director of Education

Bethlehem Projects of Niagara – Carolyn Fish, Manager

Brock University – Gervan Fearon, President
Jesse Barraza, Manager, International Learning Programs
Rick Fraser, Campus Security
Todd Stevenson, Campus Security

Canada Border Service Agency – Christine Durocher, Executive Director

Canadian Hearing Society – Ashley McClaren, General Support Services Counsellor

Canadian Mental Health Association – Kelly Falconer, Program Manager

Centre de Sante Communautaire – Loubna Moric, Manager

Children's Services Community Services – Rosemary Martin, Manager

Contact Niagara – Nadine Wallace, Executive Director

Crime Stoppers of Niagara – Ernie Sievett, Executive Director and Greg Mulvihill

District School Board of Niagara – Warren Hoshizaki, Director of Education

Downtown Board of Management – Matthew Aiello, Treasurer and Karen Stearne

Emergency Medical Services - Roger Mayo, Deputy NMES

Fort Erie Multicultural Centre – Martha Mason, Executive Director

Fort Erie Native Friendship Centre – Jennifer Dockstader, Executive Director

Greater Niagara Chamber of Commerce – Mishka Balsam, President/CEO

Homelessness Services and Community Engagement – Cathy Cousins, Director

John Howard Society – Jay Gemmell, Executive Director

Merchants of Downtown Grimsby – Leigh Jankiv, Executive Director

Ministry of Citizenship – Jennifer Hay, Regional Advisor for Niagara

Niagara Catholic District School Board – Ted Farrell, Superintendent of Education

Niagara College – Sean Coote, Director, International Division
Sandro D'Annunzio, Associate Dean, School of Justice & Fitness Studies
Dave Jastrubecki, Manager, Campus Security and Parking Services

Niagara Gatekeepers Program – Carol Rudel, Manager, Seniors Community Program

Niagara Region Public Health, Infectious Diseases – Kathy Bell, Manager

Niagara Region Community Services – Marissa McShannon, Manager

Niagara Regional Housing – Cam Banach, Manager and Wendy Thompson, Manager

Niagara Regional Native Centre – Chris Shawanoo, Executive Director

Niagara Sexual Assault Centre – Suzanne Mason, Public Education Coordinator

Niagara Training & Employment Agency – Jodi Delage, Manager
Nancy Plater, Residential Director

Niagara Victim Witness Assistance Program – Linda Steckley

Ontario Ministry of Community Safety & Correctional Services – Michelle Slacke

Sikh Society of Niagara Falls – Darshan Singh, Chairman

St. Catharines Downtown Association – Tisha Polocko, Executive Director

Ten Thousand Buddhas – Cham Shan Temple – Master Shan Guang & Michael Luo

The Islamic Society of Niagara Peninsula – Sharifa Al-Harazi

Victim Services Niagara – Pearl Robinson, Program Coordinator

Welland Downtown Business Improvement Association – Dolores Wright, Chair

Welland Heritage Council – Janet Madume, Executive Director

Welland Heritage Council & Multicultural Centre – Amanda Braet, Director

YWCA Niagara Region – Krystal Snider, Program Manager



2019 - 2021 Strategic Plan Working Committee

| | |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Co-Chairs: | Vaughn Stewart, Board's Strategic Plan Committee Chair, Police Services Board Bill Fordy, Deputy Chief of Police, Support Services |
| Core Team Members: (Sworn) | Deputy Chief Brett Flynn, Operational Services Superintendent Brian Ash, Emergency & Investigative Services Inspector Marco Giannico, Executive Officer to the Chief of Police Staff Sergeant Paul Koscinski, O.I.C. Special Victims Staff-Sergeant Jamie Munro, O.I.C. District Operations, 1 District, B-Platoon Staff Sergeant Jay Nesbit, O.I.C. Career Development Staff Sergeant Shaun Parrent, O.I.C. District Operations, 1 District, A-Platoon Staff Sergeant Sandy Staniforth, O.I.C. Member Support Unit Detective Sergeant Nilan Davé, Executive Officer to the Deputy Chief, Support Services Detective Sergeant Steve Magistrale, Executive Officer to the Deputy Chief, Operational Services Sergeant Ray Aceti, District Operations, 2 District, B-Platoon Detective-Constable Amanda Sanders, By-Law & Licensing Unit |
| Core Team Members: (Civilian) | Rany Audeh, Technology Projects Manager Linda Blood, Manager, Human Resources Lisa DiDonato-DeChellis, Director of Business Services Paul Divers, Corporate Analyst Krista Neilson, Communications Training Coordinator`1 Laura Rullo, Manager, Finance Stephanie Sabourin, Media Relations Specialist |
| Strategic Plan Support Team | Anne Freeman, Executive Assistant to the Directors of Business Services and Technology Services and the Superintendent of Operational Support Sue Hexemer, Executive Assistant to the Superintendents of Executive Services and Emergency & Investigative Services |





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Niagara Regional

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