

Niagara Regional

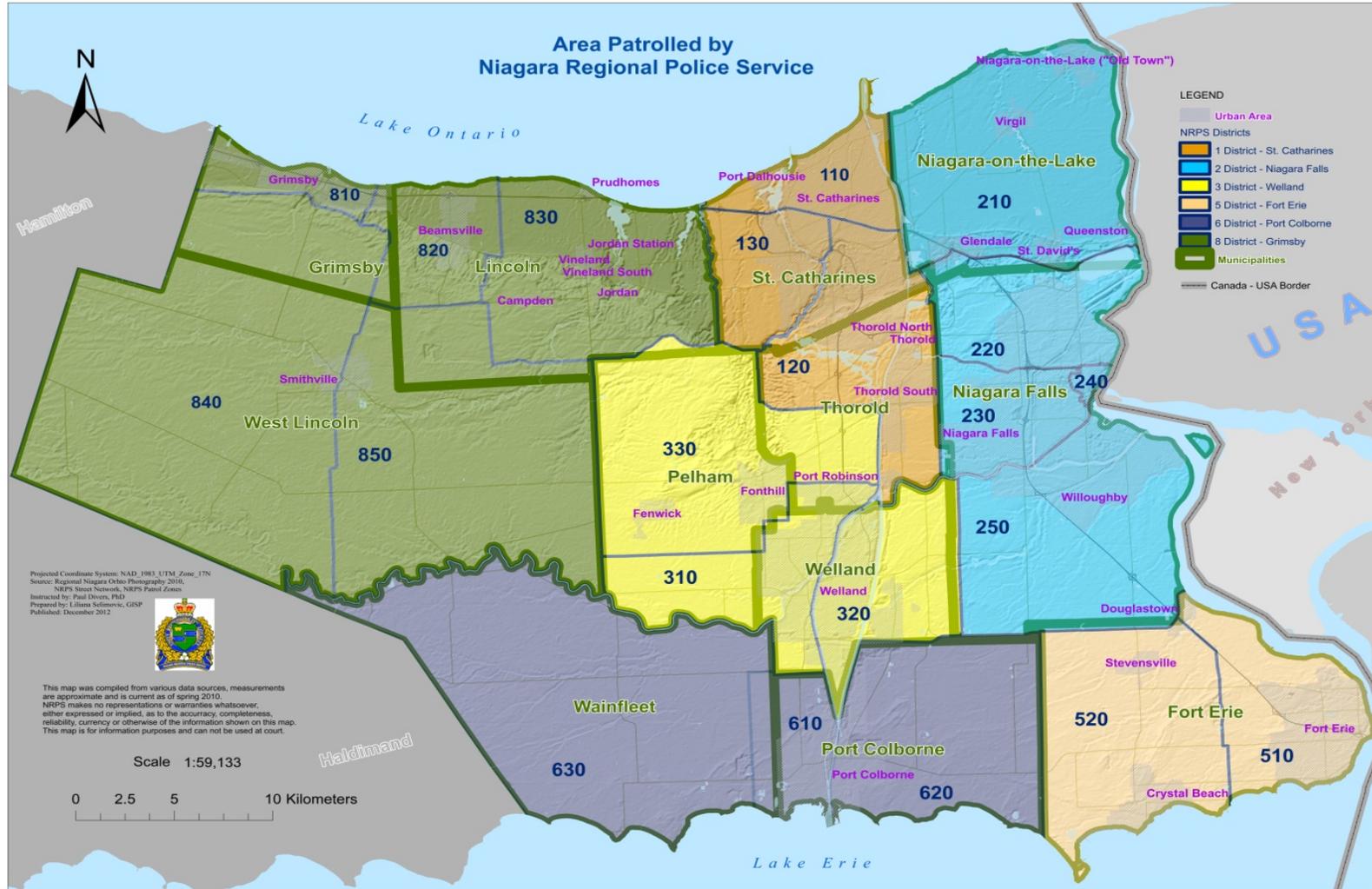
POLICE SERVICE



Business Plan
2016 - 2018



Region of Niagara







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.

About this Publication

This publication and all its contents (unless otherwise noted) are Copyright 2016, Niagara Regional Police Service. All rights reserved. Personal use of the material is permitted, but permission must be sought to reprint or republish any of its content through the Office of the Chief of Police.

This document is also available in PDF format on our website at nrps.com.

Cover Design:	Dan Ricci, Video Unit
Images:	Jamie Saunders, Jon Ohlman, Geoff Holmes and Dan Ricci, Video Unit
Editor-in-Chief	Paul P. Divers, Ph.D., Corporate Analyst
Printing Services:	Artista Design and Print, Inc.

© Niagara Regional Police Service, 2016

Table of Contents



Region of Niagara	i
Mission Statement	iii
About this Publication	iv
TABLE OF CONTENTS	v
Message from the Regional Municipality of Niagara Police Services Board Chair	vi
Message from the Chief of Police	vii
Commitment to Excellence	1
Protocol with Regional Council	1
Niagara Region	2
Business Plan Development	4
An Overview of the 2016-2018 Business Plan	6
Accountability, Compliance and Business Plan Costing	7
Community Opinion Survey	10
Internal Member Survey	11
2016-2018 Business Plan Goals:	
Goal 1: Realize Operational Efficiencies and Cost Savings	13
Goal 2: Formulate Strategies to Support Business Sustainability	18
Goal 3: Improve Corporate Communication, Information Management and Community Engagement	29
Goal 4: Fostering Safer Communities	35
Goal 5: Enhance Service Delivery to Youth, Vulnerable Persons, Victims and People in Crisis	43
2016-2018 Business Plan Steering and Working Committees	51
Contact Us	52



Message from the Chair of the Police Services Board

Mr. Bob Gale



It is our pleasure to introduce the Niagara Police Services Board's three-year Business Plan for 2016-2018. As the civilian oversight Board, one of our most critical functions is to work with the Chief of Police in establishing future goals and objectives for the Niagara Regional Police Service.

The Business Plan represents the culmination of that work. Moving forward over the next three years, the Niagara Regional Police Service will build upon the successes it has seen over the previous business plans. It will work to ensure the safety, security and wellbeing of our Region as we look toward the future of managing an extremely complex business with growing financial challenges while further exploring strategies for cost containment.

In developing the Business Plan, the Board and the Service made a concerted effort to engage all staff, stakeholder groups and the community in the planning process. Extensive consultation was done through surveys, interviews and face-to-face meetings. The result is a comprehensive document that reflects the needs and desires of the public and stakeholders, and the Service staff who have to work to fulfill its demands.

The Business Plan emphasizes the Board's goal to realize operational efficiencies and cost savings as we represent the community in governance and oversight of the Niagara Regional Police Service and it contains major goals for the Service. These include to foster safer communities; enhance service delivery to youth, vulnerable persons, victims and people in crisis; improve corporate communications, information management and community engagement; and formulate strategies to support business sustainability.

As this Business Plan demonstrates, the goals and objectives for the Niagara Regional Police Service over the coming years are ambitious. With the support of the community, Regional Council and other stakeholders, these expectations can be met and a safer Niagara Region achieved.



Deb Reid
Executive Director



David Barack
Member



Terry Bonham
Member



Alan Caslin
Member



Ken Gansel
Vice Chair



Bob Marshall
Member



Vaughn Stewart
Member



Message from the Chief of Police

Jeff McGuire, M.O.M.



As Chief of the Niagara Regional Police Service it is with great pride that I, in concert with the Police Services Board, present the 2016 – 2018 Niagara Regional Police Service Business Plan. This plan identifies five primary goals that will guide the activities of the Service over the next three years. These goals will assist me in providing guidance and leadership to all members of the Service in fulfilling our Provincially mandated responsibility to prevent crime, enforce the law, assist victims, maintain public order and provide emergency response to calls for help.

The Business Plan also identifies measurements which will be used to report on the level of success we are able to achieve over the next three years. While these goals are in no way exhaustive of the many tasks our people, both civilian and sworn, strive to accomplish every day they are the roadmap of our core responsibilities, as detailed in the *Police Services Act*, that will assist us in helping you make your community a safe place to live, work and play.

I want to thank the members of the Business Plan Working Committee for working diligently with all of our community partners and Service personnel in the development of this plan. I am very

confident that Service members and the public will work together in providing everyone in the Niagara Region with the most effective and efficient policing possible.

I continue to encourage everyone to “*Have a little fun every day*” while working with us to make your community safe.



Joe Matthews, M.O.M.
Deputy Chief of Police
Support Services



Bryan MacCulloch
Deputy Chief of Police
Operational Services



George Bench
Superintendent
Executive Services



Des Carter
Superintendent
District Operations



Brett Flynn
Superintendent
Emergency & Investigative Service



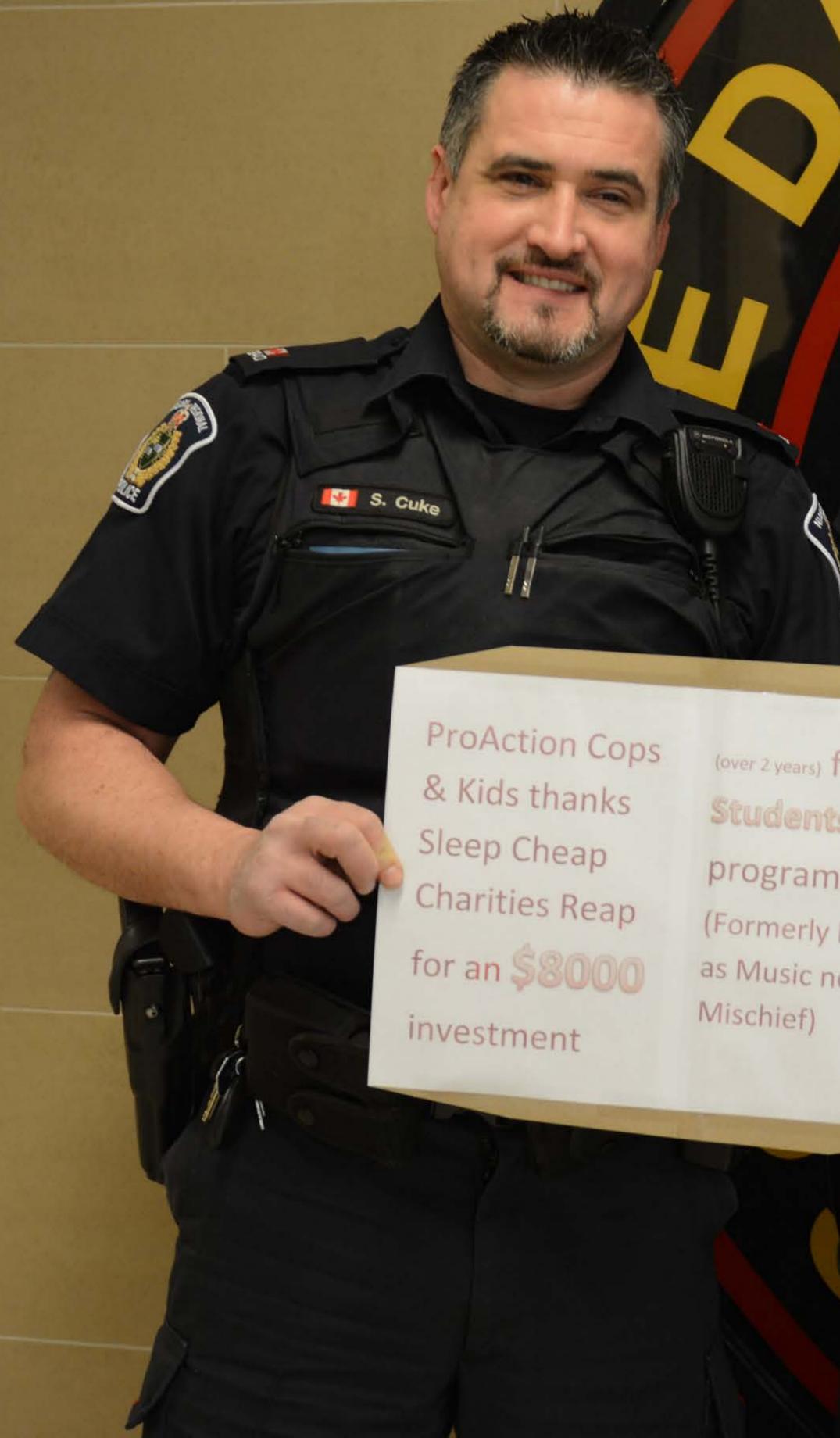
Mark McMullen
Superintendent
Operational Support



Akram Askoul
Director
Information & Communicatio
Technology

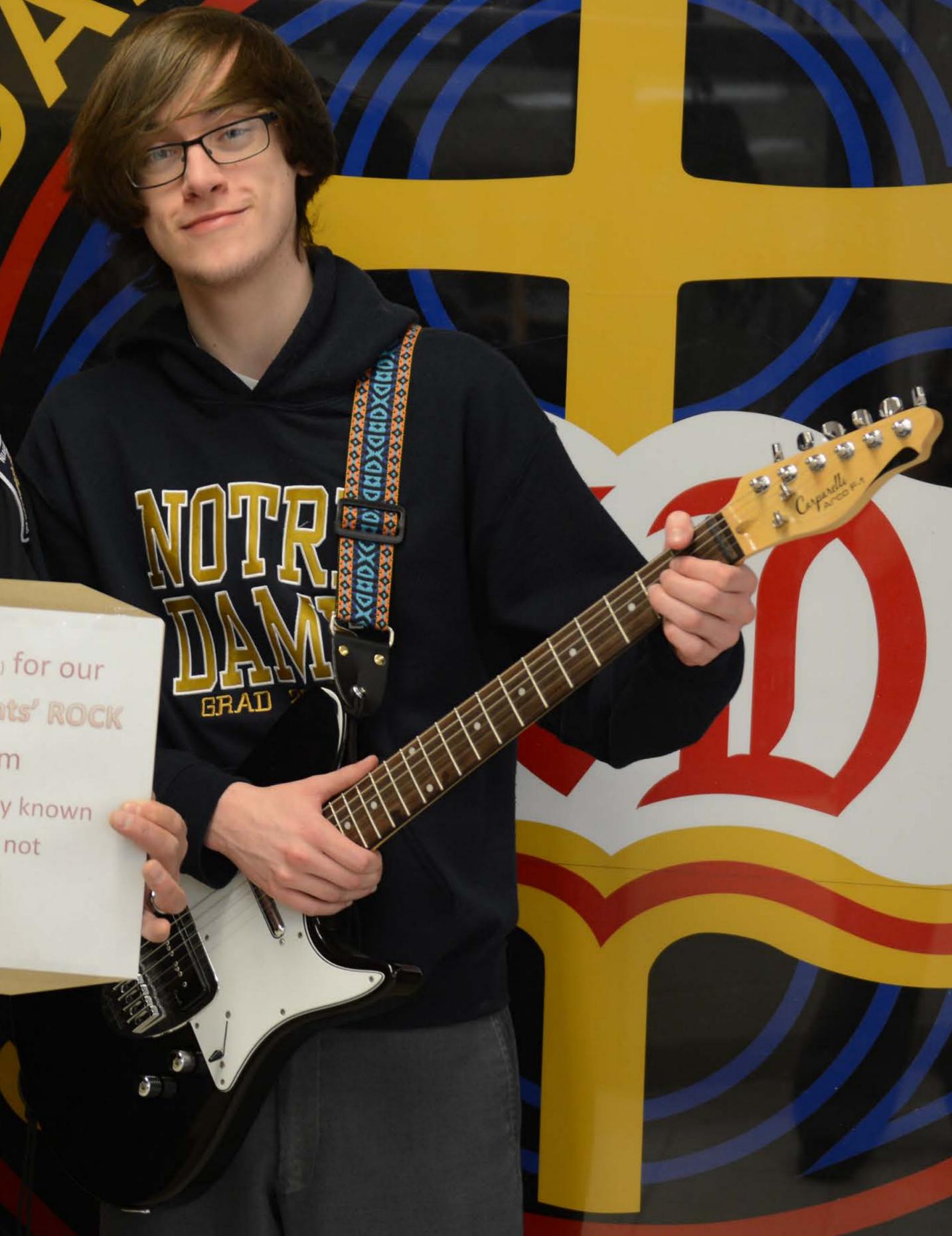


Lisa DiDonato-DeChellis
Director
Business Services



ProAction Cops
& Kids thanks
Sleep Cheap
Charities Reap
for an **\$8000**
investment

(over 2 years) for our
Students' ROCK
program
(Formerly known
as Music not
Mischief)



Commitment to Excellence

It is our pleasure to introduce the Niagara Regional Police Service's **2016-2018 Business Plan**. This Plan represents the culmination of work conducted by a cross-section of Police Service 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 Business Plan.

As this Business Plan demonstrates, the goals for the Niagara Regional Police Service over the coming years are ambitious. With the support of the community, Police Services Board and other stakeholders, these expectations can be realized.



Regulation 3/99 and Protocol with Regional Council

The **Adequacy Standards Regulation** requires the Police Services Board to prepare, at least once every three years, a business plan that addresses the core business functions of the police service, including how it will provide adequate and effective police services.

Regulation 3/99 (Section 30) of the *Police Services Act* states that every board shall provide for quantitative and qualitative performance objectives and indicators relating to:

- The police service's provision of community-based crime prevention initiatives, community patrol, and criminal investigation services;
- Community satisfaction with police services;
- Emergency calls for service;
- Violent crime and clearance rates for violent crime;

- Property crime and clearance rates for property crime;
- Youth crime and clearance rates for youth crime;
- Police assistance to victims of crime and re-victimization rates;
- Road safety;
- Information technology;
- Police facilities; and
- Resource planning.

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

Our Region

Found in Southern Ontario between two of North America's Great Lakes (Ontario and Erie), Niagara Region is only a one hour drive from Toronto and adjacent to the U.S. border. 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. Estimated population in 2015 based on Statistics Canada data is 446,192.

Our Organization (as of January 1, 2016)

<u>Uniform</u>		<u>Civilian</u>	
Chief of Police	1		
Deputy Chief of Police	2	Director	2
Superintendent	4	Managers	10
Inspector	14	Civilian	298
Staff Sergeant	30	Personnel	
Sergeant	113	(includes all Special Constables, subject matter specialists, technical and administrative positions)	
Constable	536		
Total Uniform	700	Total Civilian	310



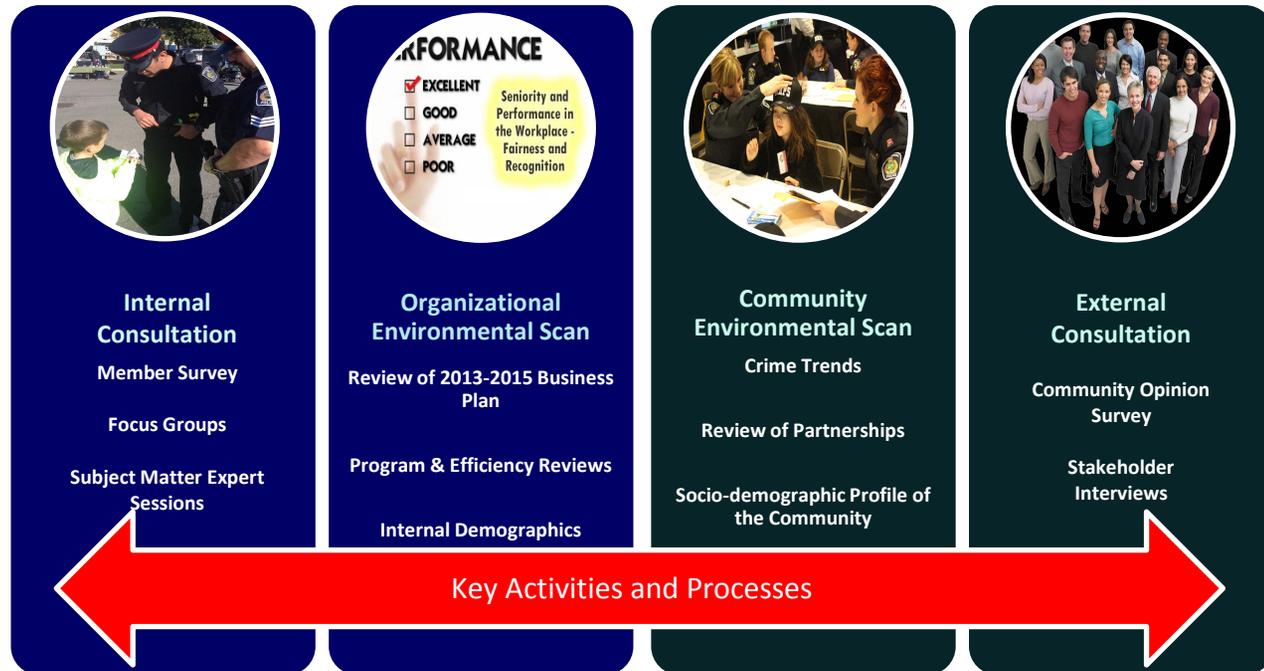
Business Plan Development

The *Provincial Adequacy Standards Regulation* requires the Police Services Board to prepare, at least once every three years, a business plan that addresses the core business functions of the police service, including how it will provide adequate and effective police services.

In the preparation of this Plan the following activities were completed in advance:

1. Internal Environmental Scan (member profile, organizational needs review, etc.).
2. External Environmental Scan (e.g., socio-demographic profile of Region, crime trends, etc.).
3. Internal Members Satisfaction and Business Plan Survey.
4. Internal Focus Groups and Subject Matter Expert Meetings.
5. Community Opinion Survey conducted by DPM Consulting on behalf of the PSB.
6. External Stakeholder Interviews conducted by DPM Consulting on behalf of the PSB.

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





The Niagara Regional Police Service's 2016-2018 Goals and Objectives have been developed after comprehensive consultation with the community and our members. The Police Services Board and staff met to develop the goals and corresponding objectives and performance metrics based on data collected from the community and our membership.

Based on all available data, the Business Plan Committee identified five goals for this business planning cycle. These goals are equally important and any one goal does not receive more attention than any other.

1. Realize Operational Efficiencies and Cost Savings

Rationale: Central to this business cycle will be the need of the Police Services Board and the Police Service to work collaboratively to find greater operational efficiencies and cost savings in order to maximize police service delivery in a fiscally accountable manner. Efforts will be made to examine authorized strength, resource allocation and to examine closer partnerships and shared resources with the Region. To optimize the efficient and effective activities of its personnel, the Service will work hard to streamline and centralize processes, conduct a program and staffing review of all programs, implement and maximize the use of the capabilities of the Region's enhanced financial management system and to work diligently to control overtime costs, better manage absenteeism and seamlessly transition member's back-to-work after periods of absence.

2. Formulate Strategies to Support Business Sustainability

Rationale: Business sustainability strategies will become a key focus over this business planning cycle. To optimize the efficient and effective activities of its personnel, the Service will work hard to streamline and centralize processes, and better manage succession planning. The Service will also endeavour to work diligently to encourage wellness, support members who experience work-related vicarious trauma, foster a culture of peer support and promote values that support diversity in the workplace.

3. Improve Corporate Communications, Information Management and Community Engagement

Rationale: As a large complex organization, the Service is aware that it needs to improve and expand ways to deliver key messages, share information and receive feedback from its members and the community at large in a timely manner. In 2016 and beyond, information delivery and sharing will improve through the use of diverse and contemporary communication mediums and the streamlining of internal communication processes.

4. Foster Safer Communities

Rationale: The Niagara Regional Police Service is committed to delivering quality and efficient police service to all residents, including visitors to Niagara, with objectivity and responsibility. Adhering to best practices, the Niagara Regional Police Service will commit to addressing public safety through intelligence gathering, enforcement, proactive measures and prevention strategies.

5. Enhance Service Delivery to Youth, Vulnerable Persons, Victims and People in Crisis

Rationale: The Service understands the need to work collaboratively with our community stakeholders and partners to protect victims, vulnerable and at-risk persons, including those in crisis. For this reason, the Service will work with our community partners to create safe environments for the residents and visitors of Niagara and to learn from the recommendations made by the Honourable Frank Iacobucci addressing police encounters with people in crisis.

Each goal has numerous objectives and multiple performance metrics attached to each. Each performance metric also has corresponding timelines that indicate when the metric will be implemented and the expected period for completion. Each performance metric also has assigned accountability for their completion and an oversight body to ensure that the metric is addressed. Compliance will be monitored by the Business Plan Working Committee who will report to both the PSB Business Plan Committee and ultimately to the Board as a whole as directed by PSB By-law 293-2009.

Accountability and Compliance

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 (EFMS) and internal policies and procedures.

Our business practices are guided by legislation, the *Police Services Act* Adequacy Standards, Police Services Board bylaws, the Region's enhanced financial management system (EFMS) and internal policies and procedures.

Region's enhanced financial management system and internal policies and procedures. We recognize this important responsibility and actively work to meet expectations.

Throughout this document, the onus of accountability to meet goals, objectives and performance metrics 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 Business Plan Working Committee will monitor compliance and provide status updates to Executive Management, the PSB Business Plan Committee and the Police Services Board as a whole on an annual basis.

This Business Plan will become a source of reference for all members when researching and developing District/Unit specific goals and action plans. It will be an instrument that Program Managers will need to utilize when developing budgets and performing variance analysis. In essence, this measure of accountability will provide a means to be prudent in our continuing quest to be a contemporary and professional police service.

Business Plan Costing



The Business Plan is integrated with the budget process to support 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 Business Plans and Police Services Board Reports prior to Board authorization in any year of this business cycle.

This is a living, breathing and dynamic document that will be adjusted as fiscal realities and organizational re-structuring influence the way we conduct our business over the next three years.



Niagara Regional

911



POLICE

284

C A

Community Opinion Survey

What our community said...

- **76.7% of respondents in our large urban centres were satisfied with police services. Smaller communities in Niagara are less satisfied resulting in an overall community satisfaction level of 74.5% included.**
- **73.2% of respondents believed they were satisfied with the level of patrol in the community to promote safe driving.**
- **Top 5 crime concerns among respondents:**
 1. Drug related crime
 2. Drinking & driving
 3. Aggressive and careless driving
 4. Residential break and enters
 5. Family violence
- **Top 5 characteristics attributable to NRPS Officers:**
 1. Professional
 2. Well-trained
 3. Knowledgeable
 4. Respectful
 5. Approachable



Internal Members Survey

What our members said...

- 90% of sworn members and 93% of civilian staff express job satisfaction.
- Desire more interaction with command staff.
- Improve communication strategies with the citizens of Niagara.
- Support back-to-work strategies and attendance management.
- Develop real-time crime analysis.
- Build stronger relationships with our community partners.





Goal 1:

Realize Operational Efficiencies and Cost Savings

Rationale: Central to this business cycle will be the need of the Police Services Board and the Police Service to work collaboratively to find greater operational efficiencies and cost savings in order to maximize police service delivery in a fiscally accountable manner. Efforts will be made to examine authorized strength, resource allocation and to examine closer partnerships and shared resources with the Region. To optimize the efficient and effective activities of its personnel, the Service will work hard to streamline and centralize processes, conduct a program and staffing review of all programs, implement and maximize the use of the capabilities of the Region's enhanced financial management system and to work diligently to control overtime costs, better manage absenteeism and seamlessly transition member's back-to-work after a period of absence.

Objective	Metric	Action
1.1 Optimize Service capacity through a continuous examination of program and service delivery models, asset management and procurement processes.	1.1.1 Re-examine authorized strength.	<ul style="list-style-type: none"> • Complete by Q-2 2017.
	1.1.2 Conduct service-wide program reviews for potential centralization of functions and re-purposing of positions.	<ul style="list-style-type: none"> • Complete program reviews by Q-2 2016 and report findings and recommendations to the Police Services Board.
	1.1.3 Examine the future of the Casino Unit.	<ul style="list-style-type: none"> • Conduct a thorough review with recommendations based on current funding model.

Objective	Metric	Action
<p>Accountability:</p> <p>Deputy Chief, Support Services</p> <p>and</p> <p>Director, Business Services</p>	<p>1.1.4 Examine closer partnership arrangements with the Region in our business practices (i.e., information technology, human resources, and payroll).</p> <p>1.1.5 Explore the potential for a professional relationship with colleges and universities (i.e., Brock University, Goodman School of Business) with a focus on Executive Development for Service members.</p>	<ul style="list-style-type: none"> • Commence practicality meetings with Regional management. • Provide a Board Report to the PSB by the end of Q-1 in 2017.
<p>Central to this business cycle will be the need of the Police Services Board and the Police Service to work collaboratively to find greater operational efficiencies and cost savings in order to maximize police service delivery in a fiscally accountable manner.</p>	<p>1.1.6 Review the Service's asset management plan and the associated life cycle of assets (i.e., vehicles).</p> <p>1.1.7 Implement the Region's newly developed "Enhanced Financial Management System" (EFMS) initiative.</p>	<ul style="list-style-type: none"> • Initiate a meeting between Brock and the Service by the end of Q-2 in 2017 of the business cycle. • Examine the professional needs of our members and Brock University's capacity to meet those needs. • Establish terms of reference/protocol if relationship is viable. • Provide a Board Report to the PSB by the end of Q-2 in 2017. • Implement and maximize the capabilities of the EFMS.

Objective	Metric	Action
	<p>1.1.8 Review procurement policies for efficiencies and audit compliance.</p>	<ul style="list-style-type: none"> • Provide an annual report to the Police Services Board.
	<p>1.1.9 Consider the practicality of contracting out certain non-priority functions (i.e., background checks) to retired police officers.</p>	<ul style="list-style-type: none"> • By the end of Year 2 of the business cycle prepare a report on the efficiencies and effectiveness of out-sourcing.
<p>1.2 Maximize efforts to reduce costs associated with overtime, sick time and protracted absenteeism from the workplace.</p> <p>Accountability:</p> <p>Chief of Police</p> <p>and</p> <p>Police Services Board</p>	<p>1.2.1 Plan reduction in overtime costs.</p>	<ul style="list-style-type: none"> • Assess the primary drivers of overtime and propose solutions. • Prepare a report to the Police Services Board for discussion. • Police Services Board to address its contractual obligations and its impact on overtime.
	<p>1.2.2 Reduce sick time and absenteeism.</p>	<ul style="list-style-type: none"> • Enforce established attendance management strategies. • Police Services Board to address its contractual obligations and its impact on sick time and absenteeism.

Objective	Metric	Action
<p>1.3 Standardize tracking of the actual costs of protracted investigations, projects, special events.</p> <p>Accountability: Director, Business Services</p>	<p>1.3.1 Assign regular staff costs and complete overtime costs to specific projects from initiation to conclusion.</p> <p>1.3.2 Assess the practicality of centralizing the booking of special events to better co-ordinate and manage cost recovery.</p>	<ul style="list-style-type: none"> • In conjunction with the Director of Business Services, the Finance Unit will implement a process for tracking staffing costs. • By the end of the business cycle, prepare a report with recommendations related to the centralization and co
<p>1.4 Enhance efforts to better assist members transition back-to-work following absences.</p> <p>Accountability: Director, Business Services</p>	<p>1.4.1 Establish a secure database of members requiring back-to-work medical accommodations that includes member restrictions for Supervisors to access and to maximize the return to work experience.</p> <p>1.4.2 Establish a centralized database of positions for members requiring short and long term accommodations including required skill sets and work functions to maximize the return to work experience.</p>	<ul style="list-style-type: none"> • Human Resources to create and maintain database. • Utilize accommodated members in positions that address their individualized needs and skill sets. • Human Resources to create and maintain database.



Goal 2:

Formulate Strategies to Support Business Sustainability

Rationale: Business sustainability strategies will become a key focus over this business planning cycle. To optimize the efficient and effective activities of its personnel, the Service will work hard to streamline and centralize processes, and better manage succession planning. The Service will also endeavour to work diligently to encourage wellness, support members who experience work-related vicarious trauma, foster a culture of peer support and promote values that support diversity in the workplace.

Objective	Metric	Action
<p>2.1 Foster a culture which encourages peer support and decreases mental illness stigma.</p> <p>Accountability:</p> <p>Superintendent, Executive Services</p>	<p>2.1.1 Prior to recruit graduation meet with recruits and their families to discuss and to commence the process of creating a culture that supports work-life balance to deal with occupational expectations and stressors.</p>	<ul style="list-style-type: none"> • Open House night for families of new recruits for them to gain insight into the extent of training received. • Discuss potential stressors that may be experienced over the course of their career. • Raise awareness to the support mechanisms for new recruits and their families. • Retain a psychologist to attend.

Objective	Metric	Action
<p>2.2. Improve upon strategies to promote wellness in the workplace.</p> <p>Accountability:</p> <p>Deputy Chief, Support Services and Director, Business Services</p>	<p>2.2.1 Create an initiative to better assist members manage work-life stressors.</p> <p>2.2.2 Establish an educational initiative that tracks and encourages members to maintain up-to-date immunizations.</p> <p>2.2.3 Reinforce and enhance member knowledge of the post-exposure process for incidents of communicable disease exposure.</p> <p>2.2.4 To provide the tools to supervisors and members to identify and address work-related vicarious trauma and stressors through such programs as the "Road to Mental Readiness" (R2MR).</p>	<ul style="list-style-type: none"> • Explore grant opportunities related to the prevention of occupational stress injuries. • Occupational Health nurse will develop the educational initiative in Year 1 of the business cycle. • Occupational Health nurse will develop the educational initiative in Year 1 of the business cycle. • Consult with and solicit feedback from members in high risk units (i.e., Special Victims and ETU). • Establish a peer support team and enhance the services provided by the Critical Incident Response Team (CIRT).

The Service will endeavour to work diligently to encourage wellness, support members who experience work-related vicarious trauma, foster a culture of peer support and promote values that support diversity in the workplace.

Objective	Metric	Action
<p>2.3 Cultivate an inclusive workforce that values diversity.</p> <p>Accountability:</p> <p>Chief of Police</p>	<p>2.3.1 Implement the Service's diversity plan developed during the previous business cycle.</p>	<ul style="list-style-type: none"> • To be implemented in Year 1 of the business cycle and to be communicated to the Police Services Board. • Identify the resources needed to launch and support the approved Diversity Plan. • Assess the Service's diversity strategy initiatives and implementation by the end of this business cycle.
<p>2.4 Assess the Service's personnel development and replacement continuity strategy.</p> <p>Accountability:</p> <p>Deputy Chief, Support Services and Deputy Chief, Operational Services</p>	<p>2.4.1 Address succession planning and replacement continuity by identifying current training of specialized personnel, impending retirements and transfer scenarios.</p> <p>2.4.3 Develop a viable cross training plan in order to expand investigative capability within traffic services to support the frontline and collision reconstruction.</p> <p>2.4.4 Post on MyInfo updated job descriptions, including requirements for uniform and civilian positions.</p>	<ul style="list-style-type: none"> • Examine current human resources and develop replacement continuity models for various scenarios • Provide additional training opportunities to members of Traffic Services in order increase flexibility with assignments and allow for scalable response to major events • Communicate career resources to the membership.

Objective	Metric	Action
	<p>2.4.5 Maximize the benefits that can be achieved through the coach officer program, job shadowing and mentoring in the development of our members.</p>	<ul style="list-style-type: none"> • Human Resources and Career Development prepare the framework for Executive approval. • District O.I.C.'s will monitor the coach officer program and communicate the criteria that officers must meet in order to be considered as coach officers.
<p>2.5 Reduce duplication of services.</p> <p>Accountability:</p> <p>Director, Information & Communication Technology</p> <p>and</p> <p>Director, Business Services</p>	<p>2.5.1 Continue to employ Lean philosophies and practices in reviewing service areas to ensure continuous improvement.</p> <p>2.5.2 Develop a business-driven information management strategy that will enable management of various types of information at an enterprise level (Enterprise Content Management).</p> <p>2.5.3 Train all senior staff.</p> <p>2.5.4 Create a Service wide repository outside of the Versadex RMS to create, use and preserve corporate information.</p>	<ul style="list-style-type: none"> • Expand training and deployment of Lean, Six Sigma, Kaizen or other problem solving tools. • Expand the use of OpenText and SharePoint as the corporate information management repository and review the feasibility of centrally managing enterprise information through the corporate repository (2.5.1 – 2.5.5). • Identify which information is most relevant and important to NRPS in support of its programs and service delivery. Protect and preserve information critical to business resumption (2.5.1 – 2.5.5).

Objective	Metric	Action
	<p>2.5.5 Implement secure enterprise document synchronization and sharing tool that enables simple, fast, reliable, and secure way to share, synchronize, access, and manage documents and other information across all devices.</p>	<ul style="list-style-type: none"> • Organize, file and store information, ensuring it's easily accessible when needed to share and re-use information to support collaboration and facilitate business operations. Information will be managed according to agreed access, authoring, security, archiving and disposal regimes through the adoption of information life cycle governance (2.5.1 – 2.5.5). • Protect sensitive information, providing or restricting its access in accordance with privacy acts, laws and policies and respecting legal restrictions (2.5.1 – 2.5.5). • Manage information with long-term or historical value to support legislative and policy requirements that govern its retention and disposal (2.5.1 – 2.5.5).
<p>2.6 Enhance call taking practices to improve service delivery.</p>	<p>2.6.1 Standardize 911 and Non-Emergency call-taking through the utilization of "Structured Call Taking Practices".</p>	<ul style="list-style-type: none"> • Purchase software and train members.

Objective	Metric	Action
<p>Accountability:</p> <p>Superintendent, Operational Support</p>	<p>2.6.2 Examine the effectiveness of the pilot project in reinforcing industry best practices for call taking.</p>	<ul style="list-style-type: none"> Commence in Year 1 of the business cycle.
<p>2.7 Re-examine the Service's career development and performance measurement systems.</p> <p>Accountability:</p> <p>Superintendent, Executive Services and Director, Business Services</p>	<p>2.7.1 Establish career maps for members to better address career planning and replacement continuity across the Service.</p> <p>2.7.2 Enhance in-service training for supervisors who conduct performance evaluations.</p> <p>2.7.3 Create opportunity for a more behaviourally based qualitative appraisal process.</p> <p>2.7.4 Embrace technology to reduce reliance on classroom-based training.</p>	<ul style="list-style-type: none"> The Service will identify replacement continuity of highly specialized units. Conduct in-service training Build in web-based learning compliance into members' annual performance appraisals Consult with members across the Service regarding their views on performance appraisal improvements. Review the current performance appraisal format. Use e-learning technology to reduce in-class attendance, where appropriate.

Objective	Metric	Action
	<p>2.7.5 Design, implement and market a protocol that will enable members to make more efficient and effective use of existing web-based learning systems.</p> <p>2.7.6 On a quarterly basis communicate case law decisions, legislative and policy changes, and training issues in news bulletins.</p>	<ul style="list-style-type: none"> • Create awareness and deliver training material through NRPS Learn, IRIS and e-Parade. • Training Unit will develop news bulletins.
<p>2.8 Promote efficient and effective practices in prisoner handling and management.</p> <p>Accountability:</p> <p>Superintendent, Operational Support</p>	<p>2.8.1 Assess workload and staffing needs within the centralized court unit and centralized cell block.</p> <p>2.8.2 Explore options and best practices to mitigate risk regarding health crisis with persons in custody.</p> <p>2.8.3 Increase the use of technology to reduce prisoner transportation to courts.</p>	<ul style="list-style-type: none"> • Conduct a review of workload by the end of Q-4 in 2017 (2.8.1 and 2.8.2). • Inspector in-charge of Court Services to meet with the Judiciary. • SCOPE (Scheduling of Crown Operations Prepared Electronically), Video Bail, GPS capability in prisoner van/GENETEC.

Objective	Metric	Action
<p>2.9 Work collaboratively with our law enforcement partners to create greater efficiencies in information management.</p> <p>Accountability:</p> <p>Deputy Chief, Support Services and Deputy Chief, Operational Services</p>	<p>2.9.1 Train and implement quality assurance measures to improve officer note taking to reduce reliance on transcribed statements.</p> <p>2.9.2 Assess the viability of alternate note taking formats (i.e., electronic).</p> <p>2.9.3 Commence submitting court documentation requirements of the Crown through the SCOPE portal (<u>S</u>cheduling of <u>C</u>rown <u>O</u>perations <u>P</u>repared <u>E</u>lectronically).</p> <p>2.9.4 Introduce "Electronic Intake" (the electronic submission of documents such as "informations" requiring swearing under oath.</p> <p>2.9.5 Work collaboratively with the R.C.M.P. to support the "Criminal Justice Information Modernization" (CJIM) process to ensure real-time electronic reporting of dispositions to CPIC is realized.</p>	<ul style="list-style-type: none"> • Create in-service training and develop a culture that supports quality note taking. • Emphasize the supervisory inspection schedule for reviewing officers' notebooks for quality. • Conduct a review and prepare a report for the Executive Team. • SCOPE portal in use by the end of Year 1 of the business cycle. • Electronic submissions of "informations" to be in full use by the end of the business cycle. • Centralize CPIC updates via automatic, accurate and real time criminal data entries across police services.

Objective	Metric	Action
	<p>2.9.6 If practical, implement E-ticketing before the end of the business planning cycle.</p>	<ul style="list-style-type: none"> E-ticketing capability deployed to patrol cruisers by the end of the business cycle. (\$200,000 has been allocated for E-ticketing).
<p>2.10 Enhance Canine operations and deployment.</p> <p>Accountability:</p> <p>Superintendent, Emergency & Investigative Support</p>	<p>2.10.1 Market the Service's status as a premiere canine training centre in North America.</p> <p>2.10.2 Re-assess the deployment strategy and capabilities of the Canine Unit to create greater efficiencies and effectiveness.</p>	<ul style="list-style-type: none"> Continue to develop and expand our training program to maintain our reputation as an outstanding training resource for Police Services partners. Promote the services of the canine training centre to other law enforcement agencies thereby increasing opportunities for cost recovery. Complete strategy and implementation by the end of 2016.
<p>2.11 Complete the Service's long-term accommodation plan.</p> <p>Accountability:</p> <p>Deputy Chief, Support Services</p>	<p>2.11.1 Complete Headquarters/2 District facility in 2016</p> <p>2.11.2 Complete the final planning phase and commence construction of the 1 District facility by Q-1 2017.</p>	<ul style="list-style-type: none"> Fully occupy by the beginning of Q-4 in 2016. Occupy 1 District facility by the end of the business cycle.



Facilities planning team working with Region staff and architects.



Goal 3:

Improve Corporate Communications, Information Management and Community Engagement

Rationale: As a large complex organization, the Service is aware that it needs to improve and expand ways to deliver key messages, share information and receive feedback from its members and the community at large in a timely manner. In 2016 and beyond, information delivery and sharing will improve through the use of diverse and contemporary communication mediums and the streamlining of internal communication processes.

Objective	Metric	Action
<p>3.1 Establish and define a long term Information Management Strategy</p> <p>Accountability:</p> <p>Deputy Chief, Support Services and Director, Information & Communication Technology</p>	<p>3.1.1 Implement a system to digitize and classify categories of information within the service and make available to internal and external members.</p> <p>3.1.2 Review, amend and enforce the retention schedule for all paper based and electronic documents and data created and held within the service.</p>	<ul style="list-style-type: none"> Establish a multi-jurisdictional group to oversee the enhancement of information management, governance and related policies, procedures, guidance, training and communications (3.1.1 – 3.1.2). Conduct and document a current-state assessment, current challenges and desired business outcomes (future state) (3.1.1 – 3.1.2).

Objective	Metric	Action
<p>Establish and define a long term Information Management Strategy (<i>cont'd...</i>)</p>		<ul style="list-style-type: none"> • Determine the organizational readiness for Data Warehousing and Information Management Initiatives in order to facilitate data-driven decisions (3.1.1 – 3.1.2). • Develop an information strategy Toolkit to implement effective information and records management policies and systems (3.1.1 – 3.1.2). • Develop a policy guided by set of principles (relevance, accuracy, security, interoperability among community partners, accessibility and Effective delivery) that provides a sustainable approach to managing NRPS’s enterprise Information Management technology investments (3.1.1 – 3.1.2).

Objective	Metric	Action
<p>3.2 Efficient and effective control of the release and dissemination of information both internally and externally.</p> <p>Accountability:</p> <p>Deputy Chief, Support Services Superintendent, Executive Services and Director, Business Services</p>	<p>3.2.1 Centralize and track requests for and the release of Information outside of the formal Freedom of Information process so that all records are disseminated securely in accordance with applicable legislation, regulations, MOU's and routine and active sharing agreements.</p> <p>3.2.2 Review and refine the process for the release of information regarding civil matters.</p> <p>3.2.3 Educate members on the process for the release of civil and/or incident information to outside agencies and/or affected members of the public.</p> <p>3.2.4 In conjunction with the Police Services Board, assess the fee bylaw and explore opportunities for appropriate cost recovery in relation to release of information.</p>	<ul style="list-style-type: none"> • Complete audit to ensure compliance. • Standardize release procedures and ensure quality control through a collaborative effort involving Records and Policy & Risk Management (3.2.2 and 3.2.3). • Examine best practices across comparative police services. • Work collaboratively to develop a fee structure for the release of information.

Objective	Metric	Action
<p>3.3 Continuous enhancement of information flow and document management.</p> <p>Accountability:</p> <p>Director, Information & Communication Technology and Director, Business Services</p>	<p>3.3.1 Create process flows to track predictable document movement throughout the Service, e.g., approval processes.</p> <p>3.3.2 Standardize corporate formats and templates for all electronic documentation and reporting requirements.</p>	<ul style="list-style-type: none"> • Better utilization of Enterprise Content Management (ECM). • Standardize overtime reporting requirements service wide.
<p>3.4 Promote a corporate culture that values both interpersonal and technology-based communication strategies.</p> <p>Accountability:</p> <p>Chief of Police</p>	<p>3.4.1 Establish a Corporate Communication Committee to develop a strategic plan to enhance internal communication.</p> <p>3.4.2 Review external communication strategies and further develop our use of social media to engage the public.</p>	<ul style="list-style-type: none"> • Review corporate communication service delivery to maximize effectiveness, efficiency and sustainability. • Review the objectives and structure of Senior Management Team meetings. • Increase opportunities for a wider cross-section of the Service to observe and participate in Executive Staff meetings. • Improve public engagement through real-time information release utilizing social media.

Objective	Metric	Action
	<p>3.4.3 Evaluate current police service marketing strategies, with a focus on improving communication with the public.</p>	<ul style="list-style-type: none"> • Examine technology and methods to share real time information. • Based on the outcome of the evaluation, prepare a business case to address recommendations.



**2016 – 2018
Business Plan
discussion with
Executive Staff**



CIVIL COUNTER SERVICE

SMALL CLAIMS COURT

TICKET PAYMENTS - TRAIL DATES
11 KING STREET - KING TICKETS
CITY HALL

Niagara Region
POLICE
SPECIAL CONSTABLE

L. Wovk

GARRETT



Goal 4: Foster Safer Communities

Rationale: The Niagara Regional Police Service is committed to working collaboratively with our community stakeholders and partners in delivering quality, effective and efficient police service to all residents, including visitors to Niagara. Adhering to best practices, the Service will commit to addressing public safety through cooperative intelligence gathering, enforcement, proactive measures and crime prevention strategies.

Objective	Metric	Action
<p>4.1 Strengthen the Service's Impaired Countermeasures Program.</p> <p>Accountability:</p> <p>Superintendent, Emergency & Investigative Services</p> 	<p>4.1.1 Increase the number of officers who are certified as Drug Recognition Experts (DRE).</p> <p>4.1.2 Train and educate frontline officers on the value of the program toward keeping our roadways and waterways safe.</p> <p>4.1.3 Educate the public on the risk and grievous harm associated with impaired operation of all motorized vehicles, including cars,</p>	<ul style="list-style-type: none"> • Develop a corps of instructors and obtain approval to act as a host agency for DRE training courses. • Expand the delivery of Standard Field Sobriety Test training. • Raise awareness to the risks presented by impaired driving by drug as well as prosecution requirements via e-learning. • Enhance relationships with community stakeholders (i.e., Road Safety Niagara) to deliver joint programs and messaging.

Objective	Metric	Action
	snowmobiles, boats, etc. to our community through PSAs and media releases.	
<p>4.2 Develop data and intelligence driven approaches to traffic initiatives.</p> <p>Accountability:</p> <p>Superintendent, Emergency & Investigative Services</p>	<p>4.2.1 Collect Regional collision data over the course of this business plan.</p> <p>4.2.2 Create a baseline for use with comparative data in the future.</p> <p>4.2.3 Develop a communication plan to ensure frontline members are able to implement plans and use targeted enforcement techniques.</p>	<ul style="list-style-type: none"> • Access both Traffic Engineering Software (TES) and Nu-metrics software (HDM) to collect more contemporary statistical collision information and to develop targeted enforcement initiatives (4.2.1 and 4.2.2). • Traffic Management and Road Safety Administrative Sergeant to implement a communication strategy and to liaise with District staff to ensure consistency in our enforcement activities.
<p>4.3 Enhance Crime Prevention Efforts and Promote the Provincial Mobilization and Engagement Model of Community Policing Across the Service.</p> <p>Accountability:</p> <p>Superintendent, District Operations</p>	<p>4.3.1 Identify and develop initiatives across district platoons that address locally identified community problems.</p> <p>4.3.2 Utilize community partners to optimize our response to the identification of criminal activity.</p>	<ul style="list-style-type: none"> • Report initiatives and outcome on an annual basis to the Police Services Board. • Work in conjunction with such community partners as Fire Services, CrimeStoppers, Public Utilities, Public Health, Alcohol and Gaming

Objective	Metric	Action
		Commission, etc., to identify and abate criminal activity.
	4.3.3 Continue to provide police visibility in the downtown core and at parks.	<ul style="list-style-type: none"> • Officers to patrol on bicycle, foot and ATVs throughout the year, when practical.
	4.3.4 Deliver refresher training to all sworn officers in relation to Ontario's Mobilization and Engagement Model of Community Policing.	<ul style="list-style-type: none"> • Training and Video Units are to develop efficient and effective training in relation to crime prevention and the community policing model. • The Service will actively encourage participation of neighbourhoods and citizens in increasing their own and others safety, security and well-being through educational and safety tip information. The Service will continue to promote safety and security among citizens through its Crime Prevention and on-line presence. • Corporate Communications and Community Engagement to identify crime prevention programming and make recommendations as appropriate.

Objective	Metric	Action
<p>4.4 Improve Emergency Preparedness and Incident Command Coordination.</p> <p>Accountability:</p> <p>Superintendent, Emergency & Investigative Services</p>	<p>4.4.1 Establish internal site support.</p> <p>4.4.2 Identify and adequately train key members, both civilian and sworn, who will form part of the response to emergency incidents which require incident command.</p>	<ul style="list-style-type: none"> • With assistance from with regional emergency management partners establish an internal police site support centre (4.4.1 – 4.4.2). • Continue to provide training opportunities for Supervisors and Senior Officers on Incident Management System (IMS) (4.4.1 – 4.4.2). • Increase awareness training on the frontline as it relates to exposure to potential chemical suicide incidents (4.4.1 – 4.4.2). • Create video on chemical suicides and best practices to support officer and community safety (4.4.1 – 4.4.2). • Develop immediate action strategies for frontline response to CBRNE events (4.4.1 – 4.4.2).

Objective	Metric	Action
<p>4.5 Promote a multi-agency understanding of the roles, responsibilities and response strategy related to water rescue and waterborne incidents across all emergency service providers.</p>	<p>4.5.1 Complete a review of organizational responsibilities, capabilities and capacity for response across the relevant emergency service providers.</p> <p>4.5.2 Implement joint annual training exercises, in partnership with local Fire and EMS, to enhance our collective response to waterborne incidents.</p>	<ul style="list-style-type: none"> • Marine and Dive Unit to initiate consultation with other emergency service providers (4.5.1 and 4.5.2).
<p>4.6 Develop an integrated approach to ensure timely and accurate information for investigations and administration.</p> <p>Accountability:</p> <p>Superintendent, District Operations and Director, Information & Communication Technology</p>	<p>4.6.1 Invest and operationalize a "Real-Time Operations Center" (RTOC) supported by Business Intelligence solutions.</p> <p>4.6.2 Implement Intelligence-led analysis to identify crime trends, proactive deployment strategies, targeted enforcement, education, safety initiatives.</p> <p>4.6.3 Launch an internet-based crime mapping tool.</p>	<ul style="list-style-type: none"> • Bring together data from many disparate sources and present it in an intelligible fashion that would enable analytics to turn data and information into actionable information and intelligence (4.6.1 and 4.6.2). • Retain a service provider to host solution to upload internet-based crime mapping.

Objective	Metric	Action
<p>4.7 To develop sustainable crime prevention strategies that supports the joint focus established by the Ministry of Community Safety and Correctional Services and the Ontario Association of Chiefs of Police.</p> <p>Accountability:</p> <p>Superintendent, District Operations and Superintendent, Executive Services</p>	<p>4.7.1 School Resource Officers will identify at-risk youth and provide support mechanisms to encourage positive behaviour.</p> <p>4.7.2 School Resource Officers in consultation with educators and relevant community agencies develop appropriate responses to at-risk youths.</p>	<ul style="list-style-type: none"> Both School Resource Officers and Patrol Officers will receive additional training on Extra-Judicial Measures. In consultation with educators and other stakeholders School Resource Officers should consider referral to the Situation Table (<i>see Goal 5, Objective 5.4</i>).
<p>4.8 Expand the service's capacity to investigate cyber-crime.</p> <p>Accountability:</p> <p>Superintendent, Executive Services</p>	<p>4.8.1 Assess the cyber-crime pilot project and the viability of a full-time unit.</p> <p>4.8.2 Explore and recommend best practices as it relates to investigative tools and training.</p>	<ul style="list-style-type: none"> Communicate the outcome of the cyber-crime pilot project to Executive Staff by year end 2016. Communicate next steps.

Adhering to best practices, the Service will commit to addressing public safety through cooperative intelligence gathering, enforcement, proactive measures and crime prevention strategies.





Goal 5:

Enhance Service Delivery to Youth, Vulnerable Persons, Victims and People in Crisis

Rationale: The Service understands the need to work collaboratively with our community stakeholders and partners to protect victims, vulnerable and at-risk persons, including those in crisis. For this reason, the Service will work with our community partners to create safe environments for the residents and visitors of Niagara and to learn from the recommendations made by the Honourable Frank Iacobucci addressing police encounters with people in crisis.

Objective	Metric	Action
<p>5.1 Provide enhanced service delivery for police records checks.</p> <p>Accountability:</p> <p>Director of Business Services</p>	<p>5.1.1 Ensure compliance with Bill C-113 (<i>Police Records Checks Reform Act</i>) and implement changes as required.</p> <p>5.1.2 Expand accessibility of customer service at records reception.</p> <p>5.1.3 Introduce greater efficiencies to decrease processing times for Clearance Certificates.</p>	<ul style="list-style-type: none"> • Conduct an audit on compliance with Bill C-113 once enacted into law. • Expanding hours of service, including evenings. • Authorize additional human resources. • Reduction in the chain of continuity.

Objective	Metric	Action
<p>5.2 Recognize and communicate the value of the School Resource Officer (SRO) Program and its contributions to the frontline and investigative units.</p> <p>Accountability:</p> <p>Superintendent, Executive Services</p>	<p>5.2.1 Capture the SRO Program contributions for the benefits of investigative officers.</p> <p>5.2.2 Assess the viability of providing quantifiable measures that capture the work of the SRO program.</p> <p>5.2.3 Communicate to front line members the resources available through the SRO program.</p> <p>5.2.4 Assess the viability of developing a program to address the needs of grade school age children (ELKP to grade 8).</p>	<ul style="list-style-type: none"> • Create a standardized documentation template to capture shared information. • Quantify effective presentations to schools on youth issues such as sexting, drugs, gangs, etc. • Create an e-video presentation for briefings. • Conduct an analysis and prepare a Business Case if deemed appropriate.



Objective	Metric	Action
<p>5.3 Address the needs and demands of the Special Victims Unit.</p> <p>Accountability:</p> <p>Superintendent, Emergency & Investigative Services</p>	<p>5.3.1 Increase awareness of front line officers on the Domestic Violence Unit's mandate and their responsibilities in all investigations.</p>	<ul style="list-style-type: none"> In conjunction with the Video Unit prepare a briefing video for frontline officers.
	<p>5.3.2 Continue to collaborate with the High Risk Threat Committee in Niagara.</p>	<ul style="list-style-type: none"> O.I.C. Centralized Domestic Violence Unit will continue to participate and collaborate with stakeholders sitting on the High Risk Threat Committee.
	<p>5.3.3 Address the workload demands of all Special Victims Units, including the practicality of cross-training (i.e., SOR/Offender Management officers).</p>	<ul style="list-style-type: none"> Complete by the end of Q-1 2017.
	<p>5.3.4 Assess the need for specific policing services and intervention for the aging population in Niagara.</p>	<ul style="list-style-type: none"> Examine best practices among comparative police services. Examine needs in Niagara and the Service's strengths and weaknesses in meeting those needs today. If necessary, develop a business case for Executive Staff approval and PSB budgetary consideration.

Objective	Metric	Action
<p>5.4 Promote a collaborative approach to community safety and well-being and improve interactions between police and vulnerable persons in Niagara.</p> <p>Accountability:</p> <p>Deputy Chief, Operational Services</p>	<p>5.4.1 Facilitate inter-agency initiatives to address the symptomatology associated with people in crisis through the initiation of the Situation Table pilot project in 6 District.</p> <p>5.4.2 In collaboration with community partners, assess the pilot and provide recommendations for improvement.</p>	<ul style="list-style-type: none"> • Develop internal criteria for the identification of persons in crisis and a referral process to the inter-agency situation table. • Develop an education strategy to promote the objectives of the program, roles and responsibilities. • Assess the impact of individual action plans to reduce symptomatology. • Evaluate the efficacy and impact of the program and identify areas for improvement. • Identify gaps and duplication of services to ensure that high needs individuals acquires the needed services by the most appropriate responders. • Identify and engage appropriate community stakeholders.

Objective	Metric	Action
	<p>5.4.3 In collaboration with community partners, plan program expansion.</p>	<ul style="list-style-type: none"> • Develop a Transition Strategy to expand region wide following the successful completion of 5.4.2. • Consider readiness of other communities in Niagara to support the expansion of the program.
<p>5.5 Create a culture of victim support through better utilization of Victim Services Niagara (VSN).</p> <p>Accountability:</p> <p>Deputy Chief, Operational Services</p> 	<p>5.5.1 Update the MOU between the VSN and NRPS to address information sharing.</p> <p>5.5.2 Educate front line officers on how to approach victims about the availability of VSN services.</p> <p>5.5.3 Expand VSN's access to NRPS via extranet connectivity.</p> <p>5.5.4 Work collaboratively with VSN to ensure that high risk victims of domestic violence are connected to the Mobile Tracking Emergency Response System (MTERS) to support victim safety and well-being.</p>	<ul style="list-style-type: none"> • Sign MOU by the end of Q-2 2016. • Develop a briefing video. • Connect VSN to NRPS data through extranet connectivity. • Establish real-time sharing of information mechanism to ensure victim safety and security.

Objective	Metric	Action
	<p>5.5.5 Expand VSN's access to NRPS via extranet connectivity.</p>	<ul style="list-style-type: none"> • Connect VSN to NRPS data through extranet connectivity.
	<p>5.5.6 Working collaboratively with VSN, develop a baseline of victim satisfaction with police.</p>	<ul style="list-style-type: none"> • Conduct a victim satisfaction survey by the end of this business cycle to better understand victim satisfaction and needs.
<p>5.6 Continue the Delivery of Crisis Intervention Training and De-escalation Techniques as a Service Priority.</p>	<p>5.6.1 Provide in-service training to officers to better understand persons with mental health problems through the delivery of Crisis Intervention Training (C.I.T.).</p>	<ul style="list-style-type: none"> • Training delivered in partnership with St. Joseph's Hospital. Priority training will focus on the Emergency Tactical Unit (ETU) and frontline members. By the end of this business cycle 100% training compliance for ETU and 60% for frontline members will be achieved.
	<p>5.6.2 Ensure that all members of Emergency Services, responsible for the resolution of Critical Incidents, have completed Crisis Intervention Training.</p>	<ul style="list-style-type: none"> • Members of Emergency Services (Emergency Task Unit, Tactical Support Group, Marine/Dive Unit and K9) are prioritized for this training.
	<p>5.6.3 In collaboration with Mental Health Workers, continue to deploy the Mobile Crisis Rapid Response Team.</p>	<ul style="list-style-type: none"> • Upon successful completion of the pilot, advocate for program expansion.



Our Service recognizes both the need and benefits of working collaboratively with our community stakeholders and partners to protect victims, vulnerable and at-risk persons, including those in crisis.





2016–2018 Business Plan Steering Committee

Steering Committee:

Vaughn Stewart, Committee Chair, Police Services Board

Bob Gale, Chair Police Services Board
Ken Gansel, Vice-Chair, Police Services Board
David Barrick, Police Services Board Member
Terry Bonham, Police Services Board Member
Alan Caslin, Police Services Board Member
Bob Marshall, Police Services Board Member
Chief of Police Jeff McGuire, M.O.M.
Deputy Chief of Police Joe Matthews, M.O.M., Support Services
Deputy Chief of Police Bryan MacCulloch, Operational Services

2016–2018 Business Plan Working Committee

Service Co-Chairs:

Superintendent George Bench, Officer-in-Charge, Executive Services

Paul P. Divers, Ph.D., Corporate Analyst, Executive Services

Board Representative:

Vaughn Stewart, Chair, PSB Business Plan Steering Committee

Core Team Members:

Inspector Marco Giannico, Duty Office, District Operations
Staff Sergeant Romolo Di Egidio, O.I.C. Traffic Management & Road Safety Unit, Emergency & Investigative Services
Staff Sergeant Kim McAllister, O.I.C. Special Victims Unit, Emergency & Investigative Services
Linda Jerome, Manager, Human Resources, Business Services
Jamie Saunders, Manager, Video Unit, Executive Services
Amy Cheatley, Executive Assistant to Superintendent, District Operations Administration



Contact Us

www.niagarapolice.ca

No. 1 District

68 Church Street
St. Catharines, ON L2R 3C6
Tel. 905-688-4111

No. 3 District

5 Lincoln Street
Welland, ON L3C 5H9
Tel. 905-735-7811

No. 5 District

650 Gilmore Road
Fort Erie, ON L2A 5M4
Tel. 905-871-2300

No. 6 District

501 Fielden Avenue
Port Colborne, ON L3K 4T9
Tel. 905-735-7811

No. 8 District

45 Clarke Street
Grimsby, ON L3M 1Y5
Tel. 905-945-2211

Niagara Regional Police Service Headquarters & #2 District, Niagara Falls, Ontario, Canada



5700 Valley Way, Niagara Falls, ON, L2E 1X8

Tel. 905-688-4111

Architectural rendering by McClaren, Wilson & Lawrie, Inc. Reprinted with permission.