



NIAGARA REGIONAL POLICE SERVICE

2022-2025 Strategic Plan



UNITY. RESPONSIBILITY. LOYALTY.



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.



ABOUT THIS PUBLICATION

This publication and all its contents (unless otherwise noted) are Copyright 2022, 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 made available in PDF format on our website at niagarapolice.ca

© Niagara Regional Police Service, 2022



TABLE OF CONTENTS

Mission Statement	2
About this Publication	3
TABLE OF CONTENTS	4
Message from the Regional Municipality of Niagara Police Services Board Chair	5
Message from the Chief of Police	6
Commitment to Excellence	7
Protocol with Regional Council	7
Niagara Region	8
Niagara Regional Police Service	9
Strategic Plan Development	10
S.M.A.R.T. Criteria	10
Accountability, Compliance and Strategic Plan Costing	11
2022-2025 Strategic Plan Goals	12
Goal 1: Public Safety	13
Goal 2: Community Engagement & Collaboration	20
Goal 3: Continuous Improvement & Organizational Continuity	26
Goal 4: Member Wellness & Resiliency	31
Community Stakeholder Participants	36
2022-2025 Strategic Plan Business Plan Working Committee	39
Contact Us	41



Message from the Chair of the Police Services Board



On behalf of my colleagues on the Board, I am pleased to present the Police Services Board's 2022 – 2025 Strategic Plan for the Niagara Regional Police Service.

As the civilian governing body that oversees the Niagara Regional Police Service, we are mandated to develop a Strategic Plan, which sets the framework and clear direction for the Niagara Regional Police over the next four years.

The Strategic Plan was developed in partnership with the community, Niagara Regional Police Service members, and the Police Services Board. The Plan places an emphasis on public safety, community engagement and collaboration, continued improvements, and organizational continuity, as well as member wellness and resiliency. It also reinforces the Police Services Board and Niagara Regional Police Service's ongoing commitment to ensuring accountability, equity and inclusivity, and fiscal responsibility. The Plan communicates the organization's dedication to systemic and organizational change to ensure we meet the changing needs of the community, the Niagara Regional Police Service members, and to continue the modernization of service delivery.

As Board Chair, I wish to express our thanks to all those who contributed to the formulation of the current Strategic Plan, which was led by Committee Co-Chairs: Board Member Kevin Gibson and Deputy Chief of Police Bill Fordy; and supported by a working committee of 20 Service members who provided subject matter expertise in all areas of policing. Their efforts were invaluable in developing a Plan that will guide the formation of strategies and initiatives to position the Niagara Regional Police Service well into the future, ensuring operational and service excellence.

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 the 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.

William C. Steele



Message from the Chief of Police



It is with great pleasure that I am able to share with the members of the public and our employees the Service's 2022 – 2025 Strategic Plan. This plan provides a roadmap for many of the activities and initiatives that will keep the community safe, while ensuring that our Service works as efficiently and effectively as possible.

The Plan contains four goals with numerous objectives and multiple performance metrics attached to each. Each performance metric has corresponding measurable targets and timelines. The four goals are Public Safety, Community Engagement & Collaboration, Continuous Improvement & Organizational Continuity, and Member Wellness & Resiliency.

The development of this plan was a challenge since we were restricted to the ways that we solicit feedback from our stakeholders and partners due to the emergency measures that were put in place to limit in-person contact. The Working Committee and Senior Leadership received feedback using two virtual platforms. We consulted with our community stakeholder partners (e.g., social service agencies, first responders, elected officials, diversity and faith groups, downtown business associations, and school leaders) virtually. We also conducted a virtual telephone town hall meeting with a random sampling of Niagara residents. At the height of the meeting 4,316 Niagara residents were on the call. These two virtual platforms allowed the Service to gather community input into our Strategic Plan in a safe manner during the COVID-19 pandemic.

As the Chief of Police, I too want to echo the comments of Chair Steele and thank PSB Member Gibson and Deputy Chief of Police Bill Fordy who co-chaired the work that went into the development of the plan. I would like to thank Police Service Members of the Working Committee Team, sworn and civilian, who brought their knowledge, insights, and enthusiasm to every meeting that occurred over a nine-month period. I finally want to take the time to thank Chair Steele, the Police Services Board Members, and Staff for supporting the Service in the creation of this plan.

I am confident that this Strategic Plan effectively provides the framework for a collective commitment to providing quality policing services to the residents of Niagara.

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



COMMITMENT TO EXCELLENCE

It is our pleasure to introduce the Niagara Regional Police Service's **2022-2025 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 Strategic Plan.

The main themes associated with our goals and corresponding objectives is our belief in our commitment to community safety & well-being, an inclusive, engaged and tolerant workplace, our desire to promote community engagement, and excellence in service delivery. The Service will also continue to work towards 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.

AI-01, Adequacy Standards Regulation, Police Services Act

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.

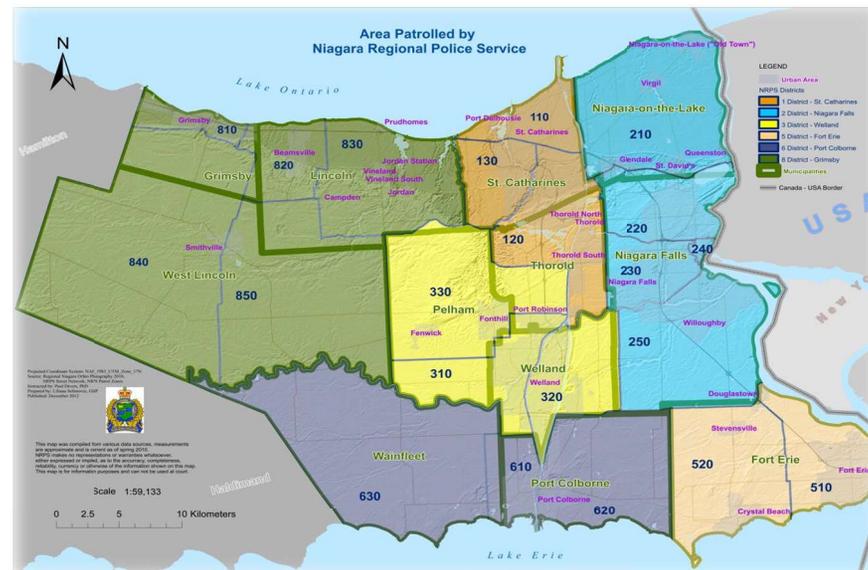
As a result, the Protocol for the Sharing of Information between the Regional Municipality of Niagara Police Services Board and the Regional Municipality of Niagara was entered into.



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 flavour 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 2021 was 475,986.





NIAGARA REGIONAL POLICE SERVICE

Police Services Board Approved Sworn and Civilian Staffing Complements

Sworn		Civilian	
Chief of Police	1	Director	1
Deputy Chief of Police	2	Manager	11
Superintendent	5	Civilian Personnel	307
Inspector	14		
Staff Sergeant	29		
Sergeant	112		
Constable	592		
Total	755	Total	319



STRATEGIC PLAN DEVELOPMENT

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

1. Internal Environmental Scan (member profile, workplace assessment, service delivery review, and a members' survey).
2. External Environmental Scan (e.g., socio-demographic profile of region, crime trends, etc.).
3. External Stakeholder Focus Groups via Microsoft Teams. *
4. Community Virtual Town Hall Meeting. *

*** Due to the COVID-19 pandemic and associated emergency measures, we were unable to meet with members of the community in-person in 2021. Instead, we requested feedback from our stakeholders and the community at-large via virtual platform technologies.**

SMART CRITERIA

The Strategic Plan Working Committee started with a vision and ideas, and gradually refined them. In doing so, we followed the SMART Criteria to develop our performance measures and targets to make sure our vision was specific and measurable

SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BOUND
CLEAR AND SPECIFIC GOALS ARE EASIER TO ACHIEVE	MEASURABLE GOALS CAN BE TRACKED, ALLOWING AN ORGANIZATION TO DETERMINE PROGRESS AND COMPLETION STATUS	ATTAINABLE GOALS ENSURE THE STEPS TO ACHIEVE THE GOAL ARE WITHIN AN ORGANIZATION'S REACH	DETERMINE IF THE GOAL IS ALIGNED WITH YOUR VALUES AND YOUR ORGANIZATIONAL PRIORITIES	EVERY GOAL NEEDS A TARGET DATE(S)



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 and the Police Services Board 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 to find ways of making resources available for other over-burdened areas. We also speak 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 will continue to apply for available provincial grant funding opportunities to offset costs associated with police programs.

Regulatory → Police Services Act

Oversight → Police Services Board

Compliance → Police



2022 – 2025 STRATEGIC PLAN GOALS

The Niagara Regional Police Service’s 2022-2025 goals have been developed after comprehensive consultation with the community and our members. Based on all available data, the Strategic Plan Committee identified four goals for this planning cycle. These goals are equally important and any one goal does not receive any additional attention over another.

All four goals have numerous 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.





GOAL 1: Public Safety



UNITY. RESPONSIBILITY. LOYALTY.



GOAL 1: Public Safety

Objectives

1.0 Reduce violent crime

Performance Metrics

1.1 Number of violent offences

Targets

Decrease rate annually by 2%

1.2 Number of initiatives in high violent crime areas

Increase targeted initiatives by 5% annually

1.3 Number of guns and gangs-related education and safety initiatives

Five presentations annually

Champions: Superintendents, District Operations and Emergency & Investigative Services

2.0 Reduce property crime

2.1 Number of property crime incidents

Reduce rate annually by 2%

2.2 Number of presentations related to crime prevention strategies for local businesses

Establish a baseline for presentations provided to business owners in year 1. Increase in years 2 through 4 by 2% annually

2.3 Number of officers trained in crime prevention strategies and techniques (Crime Prevention Through Environmental Design – CPTED)

Provide introductory video training related to CPTED to all **frontline** officers in Year 1 and 2

Also in year 1, establish a baseline for officers with advanced training related to CPTED, in order to facilitate property assessments, and increase that number by 5% annually

Champion: Superintendent, District Operations



Objectives

3.0 Enhance support and improve outcomes for victims of crime

Performance Metrics

2.4 Number of properties with identified community concerns (i.e., vagrancy, drug usage/sales, high crime, etc.) resolved per year

3.1 Number of referrals to Victim Services Niagara for victims of crime and tragic circumstances

3.2 Meet with partner agencies and advocacy centers to review and improve established memorandums of understanding and special victim protocols

3.3 Number of Internet Child Exploitation (ICE) education and safety presentations

3.4 Number of human trafficking education and safety presentations

3.5 Number of fraud and cybercrime education and safety presentations

Targets

In year 2 and in subsequent years, 25 problem properties to be assessed by CPTED trained officers annually
Champion: Superintendent, Emergency & Investigative Services

Increase the number of Victim Services Niagara referrals by 2% annually

Participate in an annual review of established protocols

20 presentations per year directed toward identified youth, parent, and school officials

20 presentations per year directed toward identified youth groups and businesses involved in hospitality and tourism

20 presentations per year directed toward identified youth and identified adult groups, including the elderly

Champion: Superintendent, Emergency & Investigative Services



Objectives

4.0 Reduce opioid use

5.0 Enhance road safety

Performance Metrics

4.1 Number of drug education and safety initiatives as it relates to opioids and drug trafficking

5.1 Fatal collision rate

5.2 Serious personal injury collision rate

5.3 Enforcement related to alcohol and/or drug impaired driving

5.4 Number of traffic enforcement initiatives

5.5 Number of traffic education and safety initiatives

Targets

Increase the number of initiatives annually by 2%

Champion: Superintendent, Emergency & Investigative Services

Reduce rate annually by 2%

Reduce rate annually by 2%

By year 2, have two Drug Recognition Evaluators (DRE) on each Traffic Enforcement Unit (TEU) platoon

Increase the DRE complement per shift to 3 by year 4

Champion: Superintendent, Emergency & Investigative Services

Conduct RIDE (Reduce Impaired Driving Everywhere) checks 8 times annually

Five additional traffic enforcement initiatives, unique to the needs of each community

Champion: Superintendent, Emergency & Investigative Services



Objectives

6.0 Enhance waterway safety

7.0 Improve emergency preparedness

Performance Metrics

6.1 Number of waterway safety education and safety initiatives, both on and off of the water

7.1 Number of waterway enforcement initiatives

7.2 Increase training exercises related to emergency preparedness

Targets

Facilitated by frontline officers and community engagement officers, in coordination with the TEU Staff Sergeant

Champion: Superintendent, Emergency & Investigative Services

Facilitate two education and safety initiatives annually

Conduct two waterway enforcement campaign initiatives annually

Duty Officers and District Commanders shall participate yearly in joint training exercises

Champion: Superintendent, Emergency & Investigative Services



Objectives

Performance Metrics

7.3 Enhance and develop emergency planning partnerships

Targets

All Inspectors to receive training in either Intermediate Incident Management System (IMS300) or Incident Command related courses within the first two years of promotion

Attend monthly meetings and participate in Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) exercises, as facilitated by the Niagara Region, over the course of the plan

Increase engagement with emergency partnerships and coordinate a minimum of one, in-house training exercise annually, that will include outside agency involvement

Ensure one waterway emergency (disaster) training exercise is facilitated per year, in conjunction with the appropriate emergency management partners given the scenario

Champion: Superintendent, Emergency & Investigative Services

7.4 Review Emergency Plan

To be conducted annually
Champion: Superintendent, Emergency & Investigative Services



Objectives

8.0 Effective response to calls for service

Performance Metrics

8.1 Average response time to emergency calls for service

Targets

Respond to Priority 1 emergency calls for service within established timelines

8.2 Number of non-emergency calls for service, dealt with by an alternative response to frontline officers or by referral to appropriate service providers

Establish a baseline for the percentage of calls redirected from frontline operations to an alternative response

In subsequent years, increase the percentage of calls redirected by 2% annually

Champion: Superintendent, Operational Support

9.0 Expand the Real Time Operations Centre (RTOC) usage

9.1 Number of RTOC involved calls

5% increase in year 1, followed by a 2% increase annually in subsequent years

Champion: Superintendent, District Operations

9.2 Number of partnerships to expand the CCTV network (Post-Secondary Education Sector, Government, Business community)

Increase engagement with community stakeholders and enter into four new CCTV camera sharing agreements by year 4

Champion: Superintendent, Emergency & Investigative Services



GOAL 2: Community Engagement and Collaboration

Objectives

1.0 To strengthen relationships and continue to build trust with our community

Performance Metrics

1.1 Enhance relationships with special victim agencies (e.g., FACS, Sexual Assault Centre, etc.)

1.2 Enhance relationships with social service partner agencies (e.g., Southridge, Salvation Army, Out of the Cold, John Howard Society, Port Cares, etc.)

1.3 Enhance relationships with diverse communities

Targets

Meet with partner agencies quarterly

Champion: Superintendent, Emergency & Investigative Services

Meet with partner agencies quarterly

Conduct a relationship needs survey from identified partner agencies by end of year 2

Champion: Superintendent, District Operations

Conduct eight Chief of Police – Community Inclusion Council (CoP-CIC) meetings annually

Attend a minimum of 10 community events annually

Include on NRPS website an orientation section for newcomers and international students that focuses on safety, legal rights, and law in Canada by the end of year 2

Bi-annual up-date on the Diversity Strategic Plan

Champion: Superintendent, Executive Services



Objectives

Performance Metrics

1.4 Enhance relationships with the Indigenous community

Targets

Attend a minimum of four events per year

Attend a minimum of six Indigenous youth related programs per year

Develop training to increase awareness in Indigenous traditions, culture, and history in year 1 and implement it in year 2

Champion: Superintendent, Executive Services

1.5 Enhance relationships with students at post-secondary educational institutions

Create an orientation package for international students attending these institutions by the end of 2022

Two engagement sessions annually

Champion: Superintendent, Executive Services

1.6 Enhance relationships with newcomers to Canada

Conduct seven orientation sessions/presentations annually

Champion: Superintendent, Executive Services

1.7 Enhance outreach to community

Year 1: Establish a baseline number of foot and bicycle patrol hours, including patrol zones across the Region. Years 2-4: Expand foot and bicycle patrol zones by 10% each year

Champion: Superintendent, District Operations



Objectives

2.0 To foster transparency and enhance public understanding of police services

Performance Metrics

2.1 Number of crime prevention initiatives, including those done in coordination with Auxiliary Officers

Targets

Four initiatives per year

Champion: Superintendent, District Operations

2.2 Number of Social Media platform engagements, public announcements, advisories, and/or other public releases

Develop and implement an analytics structure to obtain a baseline number of engagements

Champion: Inspector, Executive Officer to the Chief of Police

2.3 Awareness of police service programs (e.g., media engagement)

Increase engagements by 2% annually

Champion: Inspector, Executive Officer to the Chief of Police

3.0 Enhance supports for vulnerable persons

3.1 Number of referrals to social service agencies

Increase number of referrals of people in crisis to social service agencies annually by 2%

Champion: Superintendent, District Operations

3.2 Expand the Mobile Crisis Response Team (MCRRT) program to the City of Welland

Reduce the number of Mental Health Act (MHA) apprehensions by 3% with a corresponding increase in the number of individuals diverted to appropriate community supports

Champion: Superintendent, District Operations



Objectives

Performance Metrics

3.3 Number of Situation Tables

Targets

Police participation at Situation Tables, where appropriate, to support the Niagara Region's Community Safety and Well-Being Plan

Champion: Superintendent, District Operations

3.4 Number of civilian members trained in mental health awareness

Year 1: Establish baseline number of front-facing civilian members trained in mental health awareness

Increase by 2% annually

Champion: Superintendent, District Operations

3.5 Number of members trained in Crisis Intervention

Train 75 members in Crisis Intervention annually

Champion: Superintendent, Executive Services



Objectives

4.0 Foster youth engagement

Performance Metrics

4.1 Develop and enhance relationships with youth

Targets

Year 1: Develop a Youth in Policing Initiative (YIPI)

Years 2-4: Increase the number of youths engaged by 10% annually

Attend a minimum of ten (10) youth programs annually (e.g., Boys and Girls Club, RAFT, Niagara Youth Wellness Hub etc.)

Champion: Superintendent, District Operations

4.2 Opioid education and awareness

Develop and make available, an opioid education training video for youth

Champion: Superintendent, District Operations

5.0 Reduce youth crime rate by increasing early intervention with at risk youth

5.1 Youth crime rate

Reduce criminal charge rate by 2% annually, with a corresponding increase in the number of extra-judicial measures referrals

Champion: Superintendent, District Operations

5.2 Extra-judicial measures referrals

Year 1: Develop and implement extra-judicial measures (EJM) training for sworn officers

Increase the number of extra-judicial measures (EJM) referrals by 2% annually

Champion: Superintendent, District Operations



GOAL 3: Continuous Improvement & Organizational Continuity





GOAL 3: Continuous Improvement & Organizational Continuity

Objectives

1.0 To enhance internal communication

Performance Metrics

1.1 Number of Town Hall meetings

Targets

Conduct two Town Hall meetings annually

Champion: Executive Officer to the Chief of Police

1.2 Number of opportunities for member input

Establish a Continuous Improvement Committee (CIC) by the end of Q-2 in year 1 to explore member improvement ideas and determine the feasibility of ideas

Establish Terms of Reference

Establish evaluation criteria

Champion: Deputy Chief of Police, Support Services

Implement video conferencing solution to facilitate virtual daily briefings in year 1

Champion: Director, Technology Services

2.0 Develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community

2.1 Establish demographic profile of our members and community

Creation of self-identification question for new hires (uniform and civilian) during onboarding documentation in year 1 to establish baseline

Compare self-identification documentation numbers to census survey for Niagara population in year 1

Champion: Superintendent, Executive Services



Objectives

3.0 Develop and sustain process efficiencies to enhance business continuity

4.0 Modernization of Service Delivery

Performance Metrics

3.1 Time and resource materials

3.2 Streamlined training process for efficiencies in scheduling

4.1 Existence of current Business Continuity Plan

4.2 Meet the Canadian Radio – Television & Telecommunications (CRTC) deadline for transition to NG911

Targets

Implement new applicant tracking system to external candidates by the end of year 2

Expand applicant tracking system to the internal job posting process by the end of year 3

Implementation of Block Training model by 2023

Champion: Superintendent, Executive Services

Establish framework for continuous service delivery during future pandemics by the end of year 2

Champion: Deputy Chief of Police, Support Services

Retire current 911 systems and adopt new NG911 technology by the end of year 3

Champion: Director, Technology Services

Adopt a new cloud based Digital Evidence Management System to efficiently process evidence and share it with other Ontario justice partners and stakeholders by Q1 in year 2

Champion: Director, Technology Services



Objectives

Performance Metrics

4.3 Resource savings in processing evidence

Targets

Implement the Connected Officer program by providing Service-issued mobile devices with the right application suite to the majority of frontline officers by the end of year 2

Implement the full Microsoft Office 365 Productivity suite by the end of year 1

Champion: Director, Technology Services

4.4 Increased access to real-time information by frontline officers

Develop governance model and completion of implementation plan. All records electronically filed, stored, and retrievable – Complete by the end of year 2

Champion: Superintendent, Corporate Services

4.5 Collaboration and knowledge sharing across the Service

25% of remaining Service Units records to be converted to electronic records by the end of year 4

Champion: Superintendent, Corporate Services

4.6 Contractual documents initiative

Identify a software platform and implement in year 1

Process all contracts through new platform in year 2 Software for searchable LOU, MOU's

Champion: Superintendent, Corporate Services



Objectives

5.0 Enhance Member Development and Succession Planning

Performance Metrics

5.1 Number of General Orders converted to new platform

5.2 Number of qualified members to progress to higher ranks/ positions

Targets

Identify a platform and implement in year 1

Convert 25 General Orders to new platform annually

Champion: Superintendent, Corporate Services

Develop mentorship program by the end of year 2

Implement the mentorship program in years 2 - 4 and ensure the identified positions have mentees capable of taking on these roles

Develop Acting Rank qualification program by the end of year 2

Champion: Superintendent, Executive Services



Objectives

6.0 Establish the Office of Continuous Improvement and Innovation

Performance Metrics

6.1 Number and status of projects identified as supporting the 2022-2025 Strategic Plan

Targets

Establish the framework of this new Unit and identify the areas of responsibility by end of year 1

Develop Business Case to establish and fund the unit

Create the Unit by end of year 2

Establish an enterprise project management process whereby major projects are facilitated through standardized methods to translate strategy into operational terms by the end of year 3

Establish a framework for continuous improvement and performing process reviews by the end of year 4

Champion: Deputy Chief of Police, Support Services



GOAL 4: Member Wellness & Resiliency

Objectives

1.0 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy

Performance Metrics

1.1 Ongoing development, evaluation, and revision of mental health related training programs

Targets

Evaluation of one mental health related training program annually

Implementation of Resilience Program in year 1

Completion of Resilience Program by 85% of the membership by the end of year 1

Champion: Superintendent, Executive Services and Service Psychologist

1.2 Accessibility of mental health resources

Annual maintenance of the community list of mental health care providers knowledgeable about the police culture

Host bi-annual voluntary seminars with preferred providers to discuss current research, best practices, and challenges

Champion: Superintendent, Executive Services and Service Psychologist



Objectives

Performance Metrics

1.3 Early Intervention Program

Targets

Pilot Early Intervention Program in year 1

Evaluation of the pilot Early Intervention Program in year 1

Expand Early Intervention Program to 50% of sworn members in year 1 and 85% in year 2

Annual evaluation of Early Intervention Program and related criteria

Champion: Superintendent, Executive Services



Objectives

Performance Metrics

1.4 Accountability for stigmatizing behaviours

Targets

Evaluate job and promotion processes for stigmatizing or biased components by the end of year 2. Revise as needed in subsequent years

Identify additional internal processes or policies to be reviewed for stigmatizing or biased components by the end of year 2

Evaluate at least one internal process or policy for stigmatizing or biased components in year 3 and 4, if needed

Champion: Superintendent, Executive Services and Service Psychologist

1.5 Peer Support Program

Establish baseline measurement of Peer Support use in year 1. Increase use of Peer Support by 2% per year in subsequent years

Annual evaluation of Peer Support Program

Champion: Superintendent, Executive Services and Service Psychologist



Objectives

2.0 Promote and encourage healthy lifestyles and the physical well-being of members

Performance Metrics

1.6 Member Wellness

2.1 Resources available to members

Targets

Annual Member Support Survey to evaluate wellness

Statistically significant decrease in mental health stigma each year

Statistically significant increase in member quality of life each year

Champion: Superintendent, Executive Services and Service Psychologist

Physical wellness initiatives such as exercise classes, videos, lunch and learns, and literature will be offered to all Service members. Minimum 6 per year

Member attendance and access to these initiatives will be recorded to ensure a yearly increase of 2%

Implementation and ongoing maintenance of a member support application in year 1; allowing remote access to physical wellness health resources and literature

Champion: Superintendent, Executive Services



Objectives

3.0 Promote a culture that embraces equity, diversity, and inclusion (EDI)

Performance Metrics

3.1 Ongoing development, evaluation, and revision of EDI-related training

Targets

Annual delivery of at least one EDI training program

Presentation on EDI to all new police recruits

Champion: Superintendent, Executive Services

3.2 Systemic barriers

Complete evaluation of identifying any existing systemic barriers related to EDI by the end of year 2

If any barriers are identified, implement means for addressing them immediately at the start of year 3 and subsequent years

Champion: Superintendent, Executive Services

3.3 Development of Internal Support Networks (ISN) for members of equity-seeking groups

Implementation of a Global ISN in year 1. A Global ISN implemented and engaged in year 1 with more specific group ISN's formed from over the course of the Plan as required

Champion: Superintendent, Executive Services



STAKEHOLDER FOCUS GROUP PARTICIPANTS

Diversity and Faith Stakeholders

Jesse Barraza, International Learning Program, Brock University
Ashley McLaren, Canadian Hearing Society
Rabbi Zaltzman, Chabad Niagara
Rosalie Samosh, Congregation B’Nai Israel
Martha Mason, Fort Erie Multicultural Centre
Emily Kovacs, Niagara Folk Arts Multicultural Centre
Don Mackenzie, PFLAG
Mutsa Charamba, Positive Living & OUTNiagara
Nyarayi Kapisavanhu, TOES Niagara
Deanna D’Elia, YMCA of Niagara Immigration Services

Elected Officials Stakeholders

Betty Disero, Lord Mayor of Niagara-on-the-Lake
Terry Ugolini, Mayor of Thorold
Frank Campion, Mayor of Welland
Dave Bylsma, Mayor of West Lincoln
April Jeffs, on behalf of Tony Baldinelli, MP Niagara Falls
Sam Oosterhoff, MPP Niagara West
Jim Bradley, Regional Chair, Niagara Region
Diana Huson, Regional Council, Pelham
Kelly Edgar, Regional Council, St. Catharines
George Darte, Regional Council, St. Catharines
Laura Ip, Regional Council, St. Catharines
Robert Foster, Regional Council, Town of Lincoln



Downtown Business Association Stakeholders

Mishka Balsom, Greater Niagara Chamber of Commerce
Tisha Polocko, St. Catharines Downtown Business Association
Kelly Jones, Welland Downtown Business Association

First Responders Stakeholders

Joshua Newby, Canada Border Services Agency
Sara Stevens, Crime Stoppers of Niagara
Tom Bradley, Superintendent, Niagara Detention Centre
Chief Kevin Smith, Niagara Emergency Medical Services
Karen Lutz-Graul, Niagara Emergency Medical Services
Chris Gallagher, Niagara Parks Police
Steve Henry, Ontario Provincial Police
Jennifer Girotti, SOLGEN, Probation and Parole

School and Educational Institution Stakeholders

Donna Moody, Brock University
George Bench, Brock University
Camillo Cipriano, Catholic School Board
Serge Gauthier, Conseil Viamonde
John Dickson, District School Board of Niagara
Fiona Allan, Niagara College
Gary Torrville, Niagara College
Rick Anderson, Niagara College
Samantha Jemison, Niagara College
Jay Tredway, Ridley College



Social Services Stakeholders

Sarah Putman, Alzheimers Society of Niagara Region

Kayla Mayer, Anti-Human Trafficking Safe House

Carolyn Fish, Bethlehem Housing and Support Services

Kelly Falconer, Canadian Mental Health Association

Loubna Moric, Centre de Santé Communautaire

Paul Niesink, Community Addiction Services of Niagara

Nadine Wallace, Contact Niagara

Lynda Filbert, Family and Children's Services Niagara

Cathy Cousins, Homelessness Services and Community Engagement

Jay Gemmell, John Howard Society

Cameron Banach, Niagara Regional Housing

Wendy Thompson, Niagara Regional Housing

Christine Clark Lafleur, Port Cares – Niagara Youth Justice Committee

Talia Storm, Positive Living and OUTNiagara

Jen Butera, Seniors Community Programs

Naomi O'Brien, Seniors Community Programs

Melissa Austin, Social Assistance Division, Niagara Region

Tarryn Anderson, Victim Services Niagara

Deanna D'Elia, YMCA of Niagara Immigration Services



2022 – 2025 STRATEGIC PLAN WORKING COMMITTEE

Co-Chairs

Kevin Gibson, Co-Chair and Board Member

Bill Fordy, O.O.M., Co-Chair and Deputy Chief of Police, Support Services

Coordinator

Dr. Paul Divers, Corporate Analyst

Service Members

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

Brett Flynn – Deputy Chief of Police, Operational Services

David Meade – Superintendent, Executive Services

Todd Waselovich – Inspector, Labour Relations

Mario Lagrotteria – Inspector, 2 District

Lynda Hughes – Inspector, Court Services

Nilan Davé – Staff Sergeant, Member Support

Chris Sirie – Staff Sergeant, Communications Unit

David Biggar – Detective Sergeant, Executive Officer, Deputy Chief

Sarah Rose – Detective Sergeant, Executive Officer, Deputy Chief



SERVICE MEMBERS CONT'D

Leisha Holmes – Sergeant, Member Support

Tanya Luff – Constable, Special Victims

Rosaire Engelen – Constable, 1 District Foot Patrol

Mike Malachowsky – Constable, 2 District Administration

Dr. Jennifer Short – Service Psychologist

Rany Audeh – Technology Projects Manager

Stephanie Sabourin – Manager, Corporate Communications

Mandy Asher – Executive Assistant, Chief of Police

Tina Ramsay – Executive Assistant, Deputy Chiefs

Cheryl Pathe – E.I.S. Administrator

Samantha Crowe-Tappay – Human Resources Specialist

Aletta Brown – Property and Evidence Management

Breeann Richardson – Equity, Diversity & Inclusion Specialist



Contact Us

Headquarters
5700 Valley Way
Niagara Falls, ON L2E 1X8
Tel. 905-688-4111

1 District
198 Welland Ave.
St. Catharines, ON L2R 3C6
Tel. 905-688-4111

2 District
5700 Valley Way
Niagara Falls, ON L2E 1X8
Tel. 905-688-4111

3 District
5 Lincoln Street
Welland, ON L3C 5H9
Tel. 905-688-4111

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

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

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



 @NiagaraRegPolice  @niagararegionalpolice  @NiagRegPolice