Subject: 2026 - 2029 Strategic Plan Submission (Amended)

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2025-10-19

Recommendation(s)

That the Niagara Regional Police Service Board received and approve the amended Niagara Regional Police Service Board Strategic Plan 2026 - 2029.

Key Facts

- The Community Safety and Policing Act (CSPA), Section 39, requires the Police Service Board (Board) to prepare and adopt a strategic plan for the provision of policing at least once every four years.
- At its regular public Board meeting on September 25, 2025, the Board received a presentation of the proposed Niagara Regional Police Service (NRPS) Strategic Plan 2026 – 2029.
- The Board adopted the following resolution: *That the Board receive the presentation; and further, that the 2026-2029 Strategic Plan be directed back to the Service for inclusion of an Equity, Diversity, and Inclusion (EDI) component and that the Plan be reported back to the Board for approval.*
- An amended version of the proposed Niagara Regional Police Service Strategic Plan 2026 – 2029, is included for consideration in this report.
- The proposed 2026–2029 Strategic Plan positions NRPS to meet evolving community expectations, operational challenges, and modernization opportunities, ensuring policing remains inclusive, proactive, and accountable.

Financial Considerations

The are no financial implications relating to the recommendation contained in this report.

Analysis

Regulatory Framework:
Under the CSPA, police service boards are mandated by Section 39 to prepare and adopt a strategic plan for policing at least once every four years. This legislative requirement ensures that policing is adequate, effective, and responsive. The plan must outline the police service's objectives, priorities, and core functions, including

performance measures related to crime prevention, community satisfaction, and emergency response. It must also consider key operational areas such as information technology and resource planning. The strategic plan is also required to be informed by meaningful consultation with a broad range of interested parties, including First Nations band councils, municipal councils, diverse community representatives, and community organizations, while also aligning with existing community safety and well-being plans.

Proposed Strategic Plan 2026–2029 (Amended)

At its regular public meeting on September 25, 2025, the Board received a presentation of the proposed *Niagara Regional Police Service Strategic Plan 2026–2029*. Following deliberation, the Board adopted the following resolution:

> *That the Board receive the presentation; and further, that the 2026–2029 Strategic Plan be directed back to the Service for inclusion of an Equity, Diversity, and Inclusion (EDI) component, and that the Plan be reported back to the Board for approval.*

In response to this direction, the Proposed Strategic Plan 2026–2029 has been revised and amended to incorporate the Board's feedback. The amendments include adjustments to the priorities and a full revision of the associated operational action plans to ensure that diversity and inclusion are included and continue to be embedded throughout the Strategic Plan, as directed by the Board.

In addition, the amended Plan is compliant with Section 37(e) of the CSPA, which requires that police services *"prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility."*

The proposed Strategic Plan is guided by a strategic planning framework that provides a structured, results-oriented approach for translating strategic priorities into measurable outcomes. The framework is built around three core elements: key priorities, goals, and operational action plans, that together define what the Service seeks to achieve, why it matters, and how it will be accomplished. Twenty-seven operational action plans are included as Appendix 1. These provide a detailed roadmap for implementation.

Each key priority represents a long-term area of focus fundamental to fulfilling the Service's mission. Within each priority, distinct operational action plans outline the objectives, activities, and expected outcomes, detailing the concrete steps, phases, and milestones required to achieve them. Each action plan defines its scope, sets out sequential activities, and identifies measurable deliverables to guide implementation throughout the 2026–2029 period.

Action Plans are designed to be phased, typically progressing through diagnostic, implementation, and optimization stages, to ensure that initiatives are evidence-based,

iterative, and responsive to operational realities. They integrate data-driven and evidence-based tools and practices such as hotspot analysis, repeat call reviews, and community safety surveys to direct interventions and measure outcomes.

A clear governance structure supports both implementation and accountability. The accountable role (typically at the Chief or Deputy Chief level) provides strategic oversight and ensures alignment with organizational goals and the Strategic Plan; the responsible role (generally a Superintendent or Director) manages operational delivery, timelines, and resource allocation; and the lead role (such as a District Inspector or Unit Manager) coordinates day-to-day activities, engages internal and external partners, and drives collaborative execution.

Each operational action plan includes defined deliverables and key performance indicators (KPIs), along with objectives and key results (OKRs) that cascade from organizational to unit and individual levels. These indicators translate broad priorities into quantifiable targets, such as reductions in repeat calls for service, increases in community trust ratings, or improvements in hotspot presence ratios, allowing for continuous performance monitoring and reporting.

Operational action plans also identify resources (personnel, units, technology, and funding) necessary for success, as well as partners whose collaboration enhances outcomes and strengthens community impact. A risk identification and mitigation framework is embedded within each plan to anticipate challenges.

Together, these components ensure that the Strategic Plan is evidence-based, community-informed, actionable, measurable, and adaptive, enabling the Board and the Service to monitor progress through dashboards, annual reports, and evidence-based adjustments that reinforce transparency, accountability, and sustained community trust.

Considerations

Following extensive consultation with both community and internal members, the Strategic Plan 2026–2029 has been shaped to reflect the shared priorities and aspirations for the future of policing in Niagara. These priorities embody the collective vision of a Service that is safe, inclusive, trusted, accountable, and future-ready.

Community Safety stands as the first key priority, reflecting the community's foremost concern and the Service's core mandate under the CSPA. It emphasizes working collaboratively with communities and partners to prevent crime, reduce harm, and ensure every neighbourhood in Niagara feels safe and protected.

Community Trust and Engagement focuses on earning and maintaining public confidence by listening, engaging, and working transparently with the community to co-create lasting relationships and shared solutions for safety and well-being.

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Diversity and Inclusion commits to building a police service that reflects, respects, and serves all people. It advances reconciliation, equity, diversity, inclusion, and accessibility across policies, training, workforce practices, and community engagement.

Modernization and Innovation positions NRPS to lead into the future by embracing technology, data, and continuous improvement. It ensures that innovation enhances both public service and organizational readiness to meet the evolving needs of Niagara's communities.

Finally, Organizational Health and Accountability recognizes that a healthy, professional, and well-supported workforce is essential to effective policing. This priority strengthens member wellness, ethical leadership, transparency, and operational excellence across all levels of the Service.

Key Priorities
The Strategic Plan 2026-2029 is built around five key priorities that will guide decision-making, resource allocation, and performance measurement over the next four years:

Key Priority	Goal	Operational Action Plans
Community Safety	Working together with our communities and partners to prevent crime, reduce harm, and ensure every neighbourhood in Niagara feels safe and protected.	• Integrated Crime Prevention and Harm Reduction Strategy • Neighbourhood Presence Initiative • Human Trafficking Prevention and Recovery Strategy • Offender Management and Supervision Platform • Emergency Preparedness and Response Strategy • Specialized Emergency Management and Deployment Optimization Strategy
Community Trust and Engagement	We earn trust by listening, engaging, and working openly with our community to build lasting relationships and shared solutions for safety and well-being.	• Youth Crime Prevention and Engagement Strategy • Road and Public Space Safety Strategy • Integrated Mental Health and Addictions Strategy • Public Trust and Transparency Communications Strategy
Diversity and Inclusion	We are building a police service that reflects, respects, and serves all people, advancing reconciliation,	• Diversity and Inclusion Strategy • Community-Informed Identity Data and Accountability • Gender-Based Violence Prevention and Support Strategy

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	diversity, inclusion, and accessibility in everything we do.	
Modernization and Innovation	We embrace innovation and technology to strengthen our operations, enhance public service, and prepare NRPS for the future of policing.	• Strategy, Innovation, and Continuous Improvement • Smart Tech Integration Project • Cybersecurity and Data Protection Strategy • NG9-1-1 Technology Enhancement Project • Cloud Strategy and Infrastructure Modernization • Responsible AI Adoption and Governance Strategy • Custody, Transport and Digital Disclosure Modernization Strategy
Organizational Health and Accountability	We support the wellness, growth, and professionalism of our members, ensuring transparency, accountability, and excellence in everything we deliver.	• Integrated Member Support and Wellness Strategy • Leadership and Performance Excellence Framework • Internal Communications Strategy • Career Mapping and Mentorship Program • Financial Management and Performance Strategy • Sustainable Infrastructure and Asset Management Plan • Training and Knowledge Exchange Strategy

Alternatives Reviewed

No reasonable alternatives to the proposed strategic planning approach were identified. The development of a strategic plan is a legislative requirement under the Community Safety and Policing Act, 2019 (CSPA), and the methodology outlined in this proposal is designed to align the NRPS's goals with the evolving needs of the region.

Relationship to Police Service/Board Strategic Priorities

This report is being brought forward to comply with Sections 11, 37, 39 and 40 of the Community Safety and Policing Act, 2019, and PSB By-Law 413-2024, which outlines the board's strategic planning process. The new Strategic Plan 2026 - 2029 will supersede the current 2022 - 2025 Strategic Plan.

Relevant Policy Considerations

- Community Safety and Policing Act, 2019, Sections 11, 37, 39 and 40.
- Police Services Board By-Law 413-2024 – Framework for Strategic Planning.
- General Order 174.06, which provides internal guidance on compliance and reporting standards related to planning and performance monitoring.

Other Pertinent Reports

7.2 – 09.25.25 – 2026-2029 Strategic Plan- Niagara Regional Police Service

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Chief of Police

Appendices

Appendix 1 – Operational Action Plans

Niagara Regional Police Service
Action Plan: Integrated Crime Prevention and Harm Reduction Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Strengthen proactive crime prevention and reduce repeat victimization
Action Plan:	Integrated Crime Prevention and Harm Reduction Strategy

2. Scope

Deliver a coordinated crime prevention strategy rooted in evidence-based practices to reduce victimization, increase public safety, and address concerns identified by the community. The approach combines data-driven prevention, community engagement, and coordinated problem-solving to address local safety concerns. The strategy coordinates prevention efforts across policing units and with municipal, social, and community partners.

3. Activities for consideration

Activity
Hotspot Prevention and Community Problem-Solving • Use data to identify persistent crime hotspots and emerging public disorder zones • Deploy proactive, visible patrols and problem-solving teams in collaboration with local services Repeat Call and Victimization Analysis • Analyze RMS/CAD data to identify repeat locations and individuals • Coordinate responses between patrol, crime prevention, bylaw, housing officers, and other specialty Provincial Offences Officers Fraud and Cybercrime Awareness Campaign • Target fraud prevention education for seniors, newcomers, and small businesses • Partner with local banks, libraries, schools, and settlement services • Publish materials (print and digital) on common scams, cybercrime, and safe online behavior • Participate in fraud prevention month activities partnering with community agencies • Continue Fraud Prevention social media presence

Activity
Violence Reduction Microstrategy • Map areas of repetitive violent crime (e.g., assaults, organized crime, weapons offenses) • Implement evidence-informed deterrence methods (e.g., focused deterrence, problem-solving policing) • Coordinate with youth services and outreach teams to engage individuals at risk • Partner with local agencies on "violence interrupter" or peer-led intervention pilots **Hate Crime Awareness and Prevention** • Include hate crime data monitoring in prevention analytics • Collaborate with diverse groups on public awareness and bystander education • Evaluate potential data collection on trends regarding hate crimes. • Develop a dashboard to display Statistic Canada – Hate Crimes Data **Prevention Partnerships and Coordination** • Strengthen relationships with schools, housing services, shelters, and community organizations • Embed crime prevention officers in key community locations for joint initiatives • Deliver fraud awareness sessions in collaboration with financial institutions • Distribute prevention pamphlets in community centers on retail theft and scams • Continue a seasonal "Lock It or Lose It" campaign focused on property crime spikes

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	Inspector 2 District

5. Deliverables

Deliverable	Due Date
Launch a targeted fraud prevention campaign in collaboration with businesses, financial institutions, schools, and senior/newcomer agencies, including a social media presence to increase fraud awareness (Q2)	2026

Deliverable	Due Date
Explore integration of national risk assessment tools to enhance crime analysis capabilities (Q4) Pilot hotspot project disruption strategy in two high-priority district zones using patrol visibility and problem-solving approaches (Q4)	
Continue the multilingual hate crime awareness campaign in collaboration with diverse community partners (Q1) Initiate a crime reduction micro-strategy pilot project in a high-risk area, including focused deterrence and peer-led outreach (Q2) Develop a dashboard and hotspot strategy for sexual related offences for the 'violent' category, focusing on repeat sexual offenders. (Q4)	2027
Conduct an evaluation of fraud, hate crime, and violence prevention campaigns impact and community perceptions (Q4)	2028
Fully implement targeted violence prevention strategies in high-risk zones, in coordination with community-based outreach and enforcement	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Targets are based on multi-year averages and may fluctuate annually due to external factors.
- Violent crime rate – Reduce by 2% annually, baseline = 3-year average or provincial/Big 12 rate, whichever is higher.   - Violent crime weighted clearance rate – Achieve at least 40%, baseline = provincial average (Big 12 if available).   - Property crime rate – Reduce by 3% annually, baseline = 3-year average or provincial/Big 12 rate.   - Property crime weighted clearance rate – Maintain at least 30%, baseline = provincial average.   - Youth crime rate – Reduce by 2% annually, baseline = 3-year average.

• % reduction in repeat calls for service to top 10 high-frequency addresses – Reduce by 20% by 2029, baseline = 3-year average.
• Number of residents reached through fraud and cybercrime prevention – 10,000+ by 2029, baseline = current outreach levels.
• Crime Severity Index (CSI) and Violent CSI – Maintain or reduce annually, baseline = 3-year average or provincial average.

Key Results (KR)
• KR1: Reach 10,000+ residents through fraud and cybercrime prevention education by 2029 (baseline: current outreach levels in 2026; measured annually)
• KR2: Launch a multilingual hate crime awareness campaign in 5+ languages and 10 community sites by 2027 (milestone-based; completion by Q4 2027)
• KR3: Achieve a 20% reduction in repeat calls for service to targeted addresses by 2029 (baseline: 3-year average 2024–2026; measured annually)
• KR4: Improve the clearance rate for violent crimes by 5% by 2029 (baseline: provincial/Big 12 average in 2026; measured annually)
• KR5: Maintain or reduce the Crime Severity Index (CSI) and Violent CSI annually from 2027 to 2029 through prevention strategies and targeted enforcement (baseline: 3-year average 2024–2026; measured annually)
• KR6: Achieve a 2% year-over-year reduction in violent crime rate by 2029 (baseline: 3-year average 2024–2026; measured annually).
• KR7: Achieve a 2% year-over-year reduction in property crime rate by 2029 (baseline: 3-year average 2024–2026; measured annually).

7. Resources

Resources Available
Crime Analysts, Fraud, Cybercrime, Corporate Communications, Street Crimes, Offender Management Unit, Corporate Strategy and Innovation

8. NRPS Team Involved

Team
District Commanders; Crime Analysis Manager, Corporate Communications

9. External collaborators

Organization / Entity
• Probation and parole (SOLGEN)
• Municipal staff (urban planning, bylaw, housing)

- School boards, tenant associations
- Cybercrime prevention specialists
- Seniors' services and newcomer agencies
- Diversity and cultural groups
- Niagara Greater Chamber of Commerce
- Home Health Care Service Providers

10. Risk Identification

Risk	Mitigation Strategy
Low reporting of hate/fraud crimes	Use public education and explore anonymous reporting tools
Inter-agency coordination gaps	Formalize agreements and assign liaisons
Potential community concerns about police presence in certain areas.	Balance visibility with trust-building strategies

11. Version Control

Date Modified:	Oct 19, 2025

12. Relevant Documents and Appendices

Community Safety and Well-Being - https://www.niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

These sources provide the evidence base and best practices guiding this strategy:

Crime Prevention - Center for Problem-Oriented Policing | ASU Center for Problem-Oriented Policing

Harm Reduction - https://www.college.police.uk/research/what-works-centre-crime-reduction

Niagara Regional Police Service
Action Plan: Neighbourhood Presence Initiative

1. Identification

Key Priority:	Community Safety
Objective:	Enhance authentic, consistent presence in communities
Action Plan:	Neighbourhood Presence Initiative

2. Scope

Implement a data-driven neighbourhood presence strategy that strengthens community trust, reduces crime, and public safety concerns in priority areas, and increases positive police visibility and accessibility through data-informed deployment and community partnerships. The strategy will integrate hotspot analysis, Crime Prevention Through Environmental Design (CPTED) audits, and repeat call reviews to guide patrol deployment, proactive interventions, and partnerships with health, housing, social services, and municipalities. Insights from real-time dashboards and community feedback will drive ongoing adjustments, ensuring measurable improvements in safety, reduced repeat demand, and stronger trust across targeted neighbourhoods.

3. Activities for consideration

Activity
Phase 1: Diagnostic – Data, Analysis, and Planning

Hotspot Deployment Optimization
1. Analyze RMS and CAD data to identify high-call zones and areas of elevated community concern.
2. Map seasonal and temporal trends to guide deployment and resource allocation.

Chronic Call and Early Intervention Analysis
3. Identify properties or locations with persistent calls for service (e.g., mental health, public safety concerns).
4. Flag top chronic locations and coordinate with hospitals (NHS), COAST, social services, and housing providers for early interventions.

CPTED and Safety Audits Planning
5. Schedule bi-annual CPTED audits in priority neighbourhoods with community partners.
6. Identify environmental improvements (e.g., lighting, signage, surveillance) for co-development with municipalities and public works.

Activity

Phase 2: Implementation – Patrol Deployment and Community Engagement
High-Visibility Vehicle and Patrol Initiative
    7. Deploy marked, high-visibility vehicles in priority neighbourhoods to enhance presence and deter crime.
    8. Combine vehicle presence with foot, bike, and ATV patrols for comprehensive coverage.
Community Patrol Alignment
    9. Align patrol schedules with peak activity times using predictive analytics, in compliance with the collective agreement.
    10. Ensure proactive presence in violent crime hotspots and areas of community concern.
Victim Resource Development
    11. Collaborate with Victim Support Services in creating a public-facing toolkit or roadmap outlining available victim support services and investigative processes.
 	
Phase 3: Optimization – Monitoring and Continuous Improvement
Real-Time Dashboards and Analytics
    12. Develop dashboards to track:
    • Patrol presence by neighbourhood and time.
    • Status of CPTED audits and recommendations.
    • Repeat call trends and interventions.
    • Community satisfaction annual survey results.
Interactive Mapping
    13. Publish internal maps showing patrol coverage, audit outcomes, and community feedback metrics.
Performance Feedback and Training
    14. Implement a Problem-Oriented-Project (POP) template for new recruits to guide problem-oriented policing activities.
    15. Use data insights to adjust deployment models and share lessons learned across districts.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services

Lead:	Inspector 1 District

5. Deliverables

Deliverable	Due Date
Launch Community Safety Survey to establish baseline on trust, visibility, and safety perceptions	Q1 2026
Develop Hotspot and Repeat Call Analysis Dashboard for chronic locations and high-demand zones	Q2 2026
Deploy Hotspot Pilot Project in 5 patrol zones with at least 10 CPTED audits completed	Q4 2026
Develop CORE Unit Outcomes Dashboard to track prevention and engagement activities	Q4 2026
Conduct Annual Community Safety Survey to measure changes in trust and visibility	Q1 2027
Fully integrate repeat call analysis with patrol deployment; live internal dashboard across all districts	Q4 2027
Continue Annual Community Safety Survey for trend analysis	Q1 2028
Complete program evaluation with at least 15% improvement in community trust and visibility score over 2026 baseline	Q4 2029

6. Performance Indicators

Indicators (Measure) - Value (Target)
Targets represent long-term improvement goals. Crime rates may fluctuate annually due to external factors such as population growth, economic conditions, or reporting changes.
- Hot-spot presence ratio: Percentage of total patrol time spent in identified high-priority hotspots. Target: At least 20% by Q4 2026.   - Visible patrol hours: Total hours of foot, bike, or high-visibility vehicle patrol in targeted areas. Target: Increase by at least 20% from the 2026 baseline over project duration.   - Property and non-violent crime reduction: Percentage decrease in property crime and non-violent crime (e.g., break and enter, theft, mischief) in targeted areas. Target: At least 2% annual reduction from 2026 baseline onward.   - Repeat service demand reduction: Percentage decrease in repeat calls for service at the top 10 chronic locations. Target: 10% reduction by 2026 and 30% reduction by 2029 (baseline in 2026).

• Crime rate reduction: Selected Offense Crime Rate. Percentage change in incidents for selected UCR codes (e.g., break and enter, theft under $5K, mischief, sexual assault, assault, robbery) in targeted areas. Target: 2% annual reduction from 2026 baseline onward. • Community trust rating: Improvement in community survey ratings of perceived safety and police visibility. Target: +5 percentage points by 2027 and +15 points by 2029 (baseline established in 2026).
Objective 1: Increase visible police presence and engagement in priority neighbourhoods • KR1: Achieve a 20% hotspot presence ratio by Q4 2026 (baseline in 2026). • KR2: Increase visible patrol hours (foot, bike, and high-visibility vehicle patrols) by 20% from the 2026 baseline over project duration. • KR3: Improve community trust ratings by +5 points by 2026 and +15 points by 2029 (baseline in 2026). Objective 2: Reduce property and non-violent crime in targeted areas • KR4: Achieve a 2% annual reduction in property and non-violent crime rates (e.g., break and enter, theft, mischief) from the 2026 baseline onward. • KR5: Reduce selected offense crime rates (e.g., break and enter, theft under $5K, mischief, sexual assault, assault, robbery) by 2% annually from 2026 baseline onward. Objective 3: Address chronic service demand and support victims effectively • KR6: Achieve a 10% reduction in repeat calls for service at the top 10 chronic locations by 2026 and 30% by 2029 (baseline in 2026).

7. Resources

Resources Available
CORE Unit, foot/bike patrol, ATV
Analysts and crime prevention team
COAST and liaison officers
Situation Table referrals
Front-Line Patrols
Corporate Communications

8. NRPS Team Involved

Team
Crime Analysis Manager, Manager Corporate Strategy and Innovation, CORE Officers, Foot Patrol, COAST, Liason Officers, EDI, Corporate Communications

9. External collaborators

Organization / Entity
Community Safety and Well-Being Partners, Municipal planning departments, neighbourhood associations, tenant councils, public works, CPTED Subject Matter Experts

10. Risk Identification

Risk	Mitigation Strategy
Operational demands affecting presence consistency	Establish deployment targets by hotspot; monitor compliance through real-time dashboards; ensure supervisory oversight and quarterly reviews to maintain minimum presence levels.
Sustaining community engagement and participation over time.	Rotate engagement approaches (foot patrols, meetings, surveys, events); maintain transparency on outcomes; emphasize co-created solutions with neighbourhood associations to sustain interest.
Ensuring data translates into clear action and decision-making.	Prioritize key indicators (patrol hours, repeat calls, survey results); automate dashboard reporting; provide training for commanders and supervisors on interpreting and applying analytics.
Delays in implementing environmental safety improvements (CPTED measures)	Formalize partnerships with municipal planning/public works; escalate delays through inter-agency agreements; pursue alternative funding or phased solutions for quick wins (e.g., temporary lighting, signage).

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendixes

Community Safety and Well-being Plan niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

Crime Prevention - [Center for Problem-Oriented Policing | ASU Center for Problem-Oriented Policing](#)

Harm Reduction - https://www.college.police.uk/research/what-works-centre-crime-reduction

Niagara Regional Police Service
Action Plan: Human Trafficking Prevention and Recovery Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Prevent human trafficking and support survivors
Action Plan:	Human Trafficking Prevention and Recovery Strategy

2. Scope

This strategy aims to prevent human trafficking through education, early identification, proactive enforcement, and survivor-centred recovery pathways. It includes a multi-pronged approach: youth-focused prevention, enhanced frontline capacity, integration of victim services, and a coordinated regional response rooted in trauma-informed and culturally safe practices. The program will focus on all forms of human trafficking, including sexual and labour exploitation with tailored responses and regional/national coordination.

3. Activities for consideration

Activity
Public and Youth Awareness Campaigns • Launch multi-platform awareness campaigns (e.g., bus ads, social media, transit shelters, public washrooms) • Support survivor-informed, youth-specific education modules for schools and online platforms • Explore demographics and trends of the victims to inform potential translations of materials (e.g., English, French, Arabic, Tagalog, Ukrainian, etc.) • Evaluate integration of existing Canadian Human Trafficking Social Media Content for educational campaign (i.e., Crime Stoppers) **School-Based Prevention and Empowerment Education** • Support school boards to deliver age-appropriate, consent-based, digital literacy and trafficking awareness presentations **Frontline Officer and Civilian Training** • Train officers on recognizing signs of trafficking, trauma-informed interviews, and victim engagement • Include training on human trafficking, including sexual and labour exploitation, newcomer exploitation, and the intersection with organized crime

Activity
• Maintain and manage internal and external educational materials and investigative guides to improve institutional memory, and investigative capacity **Victim/Survivor Recovery and Exit Supports** • Continue to partner with shelters, transitional housing, and social agencies to deliver wraparound services • Continue working with the Niagara Region Anti-human trafficking response protocol members to refer victims/survivors to pathways for safe exits, mental health care, ID recovery, etc. • In consultation with community partners, embed culturally appropriate supports and survivor navigation information **Hotel, Transit, and Business Sector Engagement** • Explore ways to deliver training and awareness to hotel/motel staff, rideshare drivers, landlords, and convenience stores • Explore ways to enhance safe reporting and identify case escalation as required **Enhanced Intelligence-Led Enforcement** • Expand the use of crime analysis, social media monitoring, and victim recovery operations. • Maintain and support multi-jurisdictional investigations (e.g., OPP-led initiatives) • Map repeat locations and high-risk venues for proactive enforcement **Regional and National Coordination** • Continue to share intelligence and case coordination with regional partners (e.g., OPP, CBSA, RCMP, other municipal services)

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Investigative Services
Lead:	Inspector Investigative Support

5. Deliverables

Deliverable	Due Date
• Continue social media content regarding public HT educational posts in coordination with Corporate Communications (Q1) • Deliver service training on human trafficking awareness to officers and civilians (Q4) • Ensure all HT Unit members are trained in trauma-informed investigative procedures (Q4)	2026
• Maintain and expand public campaigns and hotel engagement initiatives (Q2) • Increase proactive and intelligence-led initiatives (Q4)	2027
• Facilitate a regional HT conference (Q4)	2028
• Enhance public resources regarding HT (Q4) • Establish an HT Hotline (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Increases in identified cases or victims may reflect improved detection, reporting, and trust in police rather than a rise in victimization. Performance targets are designed to strengthen prevention, identification, and support, not to measure the prevalence of exploitation.
KPI • Number of human trafficking victims identified and supported. Target: Increase over the 2025 baseline by 5% annually. • Percentage of identified victims accessing recovery and exit services. Target: 5% annual improvement over baseline year - 2025. • Percentage of officers that have received information on human trafficking. Target: 100% by 2029. • Number of human trafficking-related charges laid. Target: Increase over the 2025 baseline by 5% annually. • Number of offenders charged for human trafficking. Target: Increase over the 2025 baseline by 5% annually.
Key Results (KR) Objective 1. Build community and system capacity to prevent human trafficking KR1: Train at least 80 frontline officers per year KR2: Achieve over 500,000 campaign impressions by 2029

Objective 2. Strengthen victim-centred supports and recovery pathways KR3: Increase the # of victims referred to community organizations by 5% annually Objective 3. Enhance intelligence-led enforcement and cross-sector coordination KR4: Maintain annual participation in 4 or more multi-jurisdictional investigations or events

7. Resources

Resources Available
Human Trafficking Unit and Crime Analysts Frontline Officers, Investigators Corporate Communications

8. NRPS Team Involved

Team
Human Trafficking Unit, Corporate Communications, Crime Analysis Manager, District Commanders, Frontline Officers,

9. External collaborators

Organization / Entity
• Niagara Region Anti-Human Trafficking Response Protocol Members • Victim Services Niagara and local shelters • Human trafficking survivor-led organizations • Local school boards and youth shelters • Immigrant/refugee services • OPP, CBSA, RCMP, Crown attorneys, Victims Witness Assistance Program • Public Health, labour inspectors, municipal staff

10. Risk Identification

Risk	Mitigation Strategy
The victim's fear of reporting	Expand safe, anonymous, and survivor-led pathways.
Lack of culturally safe services	Partner with community groups and explore and utilize tailored supports

Online trafficking trends	Enhance digital monitoring and social media intelligence.
Cross-jurisdictional complexity	Assign HT liaisons and collaborate with external investigations.

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Human Trafficking - Niagara Regional Police Service
About Human Trafficking: https://www.publicsafety.gc.ca/cnt/cntrng-crm/hmn-trffckng/abt-hmn-trffckng-en.aspx
https://www.ywcaniagararegion.ca/anti-human-trafficking
Canadian Anti-Human Trafficking Website

Niagara Regional Police Service
Action Plan: Offender Management and Supervision Platform

1. Identification

Key Priority:	Community Safety
Objective:	Use intelligence-led tools to reduce repeat offending and enhance monitoring
Action Plan:	Offender Management and Supervision Platform

2. Scope

Develop and implement a centralized, intelligence-led case management platform to support proactive monitoring of high-risk and repeat offenders, with a focus on reducing harm and improving coordination across justice and social partners. The system will integrate internal police data with information from probation, parole, and justice partners to coordinate supervision, identify escalation patterns, and enable the development of tailored intervention strategies. The approach will prioritize harm reduction, early intervention, and interagency collaboration, with safeguards for privacy, proportionality, and transparency. The platform is not a predictive or surveillance tool, but a coordination system to improve safety and ensure timely interventions.

3. Activities for consideration

Activity (Responsible)
Platform Design and Data Integration

Platform Design and Data Integration
- Design a platform to integrate RMS/CAD, court, parole/probation data, and risk assessment tools (e.g., CMI, ODARA)
- Develop evidence-informed prioritization tools focused on risk and harm (i.e., not just frequency)
- Develop dashboards for real-time monitoring and supervision notes

Repeat and High-Harm Offender Identification Framework
- Define criteria and typologies for monitoring: chronic offenders, domestic violence repeaters, property offenders, youth at high risk, etc.
- Adopt the Cambridge Harm Index or a similar approach to prioritize cases by societal impact (i.e., harm in our communities)

Interagency Collaboration and Data Sharing Protocols
- Formalize MOUs with partners (e.g., probation, parole, courts, and social services)

Activity (Responsible)

- Develop data-sharing agreements that respect legal and ethical standards
- Host regular case conferencing to coordinate management plans

Proactive Supervision and Disruption Teams
- Coordinate with existing multi-disciplinary teams (e.g., police, probation and parole regular meetings, and social services) to manage high-risk individuals
- Include options for outreach, monitoring, curfew checks, supports, and court liaison

Early Warning and Intervention Alerts
- Program the system to flag behavioral triggers (e.g., breach probation, new charges, domestic call backs)
- Enable rapid coordination and referral to intervention teams (e.g., sexual assault, DVU teams).

Youth-Specific Case Coordination and Diversion Pathways
- Build youth tracking modules that integrate school, justice, and community partner insights
- Integrate with existing diversion and prevention programs
- Promote Extra-Judicial Measures Diversion Program through frontline education

Privacy, Oversight, and Ethics Safeguards
- Implement role-based access, logging, and internal oversight
- Publish clear internal guidance on what the system does and does not do (i.e., about page and documentation)
- Establish an advisory panel (e.g., legal, privacy, community representatives) to review use and evaluate outcomes

Training, Change Management, and Evaluation
- Train officers, analysts, and justice partners in system use and ethical engagement
- Pilot the platform in one district before full rollout
- Conduct annual outcome evaluations on recidivism, calls for service, and court compliance

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Investigative Services
Lead:	Inspector Investigative Support

5. Deliverables

Deliverable	Due Date
• Initiate MOU discussion with Probation and Parole, respecting privacy and legal frameworks. (Q2) • Build initial core offender management platform integrating RMS, CAD, courts, parole/probation, and risk scoring tools (e.g., ODARA/CMI). (Q4) • Implement harm-based scoring (e.g., Cambridge Harm Index) and define typologies (e.g., chronic, youth, DV offenders). (Q4) • Launch internal dashboards to track offender supervision outcomes, case activity, and system use. (Q4)	2026
• Scale the platform across all divisions (i.e., specialty units), incorporate feedback from pilot, and stabilize data integration. (Q4) • Pilot Rollout (One District) - Test platform in one district and begin preliminary monitoring of effect on recidivism of high-risk individuals. (Q4)	2027
• Merge with broader evidence-based policing tools (e.g., Strategic Crime Prevention Dashboard). (Q2) • Apply enhancements based on evaluations. (ongoing)	2028
• Conduct full evaluation on reduction in harm, system usability, interagency engagement, and ethical compliance (Q2)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPIs • Platform Adoption: % of identified high-risk offenders included in coordinated management plans (Baseline: 0% in 2025, 80% by 2027). • Recidivism Reduction: % reduction in recidivism among tracked individuals (Baseline: 2026 → 20% by 2029).

• Early Intervention: % of early warning flags responded to within 48 hrs (Target: 90%).
Key Results (KR) O1: Build and Scale the Platform KR1: Pilot completed in 1 district by Q4 2026. KR2: Track 80% of high-risk offenders by end of 2027. KR3: Full rollout across specialty units by Q4 2027. O2: Improve Public Safety and Interventions KR4: 20% recidivism reduction by 2029. KR5: 90% of early warning flags responded to within 48 hrs by 2029.

7. Resources

Resources Available
Major Crime Unit, Special Victims Unit, Special Investigative Services Unit

8. NRPS Team Involved

Team
Crime Analysis Manager, Crime Analyst, Corporate Strategy and Innovation, Frontline supervisors, Courts, Offender Management, CORE Unit

9. External collaborators

Organization / Entity
• Ministry of Solicitor General • Local Probation and Parole offices • Crown Prosecutors Office and Courts • Community justice and housing services • Privacy Commissioners and internal legal counsel • Community representatives may also be consulted as part of the advisory and oversight process

10. Risk Identification

Risk	Mitigation Strategy
Data privacy concerns	Strong governance, role-based access, and legal review of MOUs

Partner coordination challenges	Clear protocols, shared outcomes, and joint training
Technological development delays	Early pilot testing and staged rollout
Public misunderstanding of system purpose	Clear communication emphasizing coordination, not surveillance
Privacy concerns	Ongoing privacy review and advisory oversight
Technical integration challenges	Phased development, early pilot testing, and vendor support

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Focused Deterrence of High-Risk Offenders - Focused Deterrence of High-risk Offenders | ASU Center for Problem-Oriented Policing

Focused Deterrence of High-risk Offenders | ASU Center for Problem-Oriented Policing

Niagara Regional Police Service
Action Plan: Emergency Preparedness and Response Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Increase readiness for emergencies and high-risk incidents
Action Plan:	Emergency Preparedness and Response Strategy

2. Scope

Strengthen the Service's capacity to plan for, respond to, and recover from emergencies and high-risk incidents. This includes natural disasters, large-scale public events, acts of violence, public health emergencies, and disruptions to infrastructure. The plan integrates emergency operations, specialized units (e.g., K9, Marine, ETU, EDU, and Negotiators), and coordinates with external agencies to ensure a unified response.

3. Activities for consideration

Activity
• Establish the Emergency Management and Planning Unit (EMPU) with dedicated staff
• Implement multi-agency scenario-based training for high-risk incidents
• Develop emergency communications protocols
• Update any mutual partner Memorandum of Understandings (MOUs) and conduct annual risk assessments
• Integrate drones to enhance police operations (used only for situational awareness, search and rescue, or safety monitoring)
• Maintain a post-incident review for major/critical incidents
• Evaluate and refine emergency plans annually

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Operational Services
Responsible:	Superintendent of Emergency Services
Lead:	Inspector of Emergency Management and Planning

5. Deliverables

Deliverable	Due Date
Establish EMPU; finalize standard operating procedures (Q4)	2026
Complete first risk assessments and participate in tabletop exercises, full-scale exercises and update response plans (Q4)	2027
Finalize and test critical infrastructure risk database; 90% of EMPU staff trained in emergency planning (Q4)	2028
Full identification and mapping of identified critical infrastructure and vulnerable sites entered into the emergency planning system. (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)   Note: Targets represent long-term readiness goals. Annual results may vary based on the frequency and nature of emergencies and training cycles.
KPI   • Percentage of planned high-risk events covered by a written operational plan. Target: 100% coverage by 2027   • Percentage of EMPU personnel trained in emergency planning. Target: 100% of relevant staff trained by the end of 2028   • Number of identified critical infrastructure and vulnerable sites entered into the emergency planning system. Target: Full identification and mapping by 2029; ongoing annual updates.   • Percentage of operational emergency response plans reviewed annually. Target: 100% by 2027 and sustained annually
Key Results (KR)   Objective 1. Build and implement emergency management capacity   • KR1: Establish the Emergency Management and Planning Unit (EMPU) and complete baseline risk assessment by Q4 2026   Objective 2. Increase operational readiness and interoperability for high-risk incidents   • KR2: Train 100% of EMPU and specialized personnel in emergency protocols by end of 2028 (Training Unit)   • KR3: Participate in full-scale joint emergency exercises annually by 2026   Objective 3. Improve data-informed planning and situational awareness   • KR4: Explore predictive analytics or AI tools into response planning tasks by 2029

- KR5: Support and assist full mapping of critical infrastructure and risk zones into Emergency Management system

Objective 4. Ensure continuous evaluation and adaptive learning post-incident*

- KR6: Update 100% of emergency response plans annually
- KR7: Conduct annual post-incident and post-exercise reviews with interagency partners beginning in 2026

7. Resources

Resources Available
Existing specialized units (ETU, K9, Marine, etc.)
Current mutual aid agreements
Preliminary emergency protocols
Training Unit

8. NRPS Team Involved

Team
EMPU Staff, Specialized Unit Leads (ETU, K9, EDU, Marine, Negotiators), Training Unit

9. External collaborators

Organization / Entity
Niagara Region, EMS, Fire Services, Municipal Emergency Managers, Public Health, Emergency Management Ontario, NGOs (e.g., Red Cross), Provincial Emergency Operations Centre

10. Risk Identification

Risk	Mitigation Strategy
Staff shortages during concurrent emergencies	Establish cross-trained reserve teams and mutual aid protocols; automate deployment alerts.
Delays in interagency coordination or plan updates	Assign dedicated interagency liaisons; participate in joint tabletop and full-scale exercises annually.
Lack of public understanding or trust during emergency responses	Support Regional Emergency Management's ongoing public education campaigns about emergency protocols.

Technology limitations or failure during critical events	Maintain offline-ready backup systems (hard copy plans, radio comms).
Incomplete data for infrastructure or threat mapping	Partner with municipal and provincial planners to access asset databases; leverage drones and AI to supplement mapping.

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Specialized Emergency Management and Deployment Optimization Strategy

1. Identification

Key Priority:	Community Safety
Objective:	Strengthen coordination, readiness, and evidence-informed deployment of specialized emergency units
Action Plan:	Specialized Emergency Management and Deployment Optimization Strategy

2. Scope

Improve the strategic deployment, training, and evaluation of specialized emergency response units (K9, Marine, Emergency Task Unit, Explosives Disposal Unit, Negotiators) using evidence-based practices. This includes standardizing protocols, enhancing interoperability, scenario-based training, readiness modelling, and performance measurement for high-risk, low-frequency events.

3. Activities for consideration

Activities
- Conduct a capabilities and utilization review across Emergency Management Unit Partners, including deployment frequency, training compliance, and incident outcomes (Insp. Emergency Operations / Corp Strategy and Innovation)   - Create standardized Joint Operating Procedures (JOPs) across Emergency Services Units and external partners when applicable   - Deliver annual scenario-based training exercises (e.g., mass casualty, barricaded persons, bomb threats, critical infrastructure attacks, marine rescues)   - Modernize equipment and vehicle mobility (e.g., specialized equipment, marine vessels, K9 tracking systems, explosive containment units)   - Continue to conduct post-incident review protocols using evidence-based policing methods and after-action reporting   - Continue to conduct performance metrics and lessons learned into ongoing training and strategic plans

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Operational Services
Responsible:	Superintendent of Emergency Services
Lead:	Inspector of Emergency Operations

5. Deliverables

Deliverable	Due Date
- Specialized Unit Capability and Utilization Review completed - Baseline ESU JOPs and deployment protocols drafted - Two multi-agency scenario exercises completed - Identify different community partners for completing additional scenario exercises - Initial equipment modernization plan implemented	2027
90% of specialized unit staff trained in updated JOPs - Post-incident review framework active and applied	2028
- Annual report published on readiness indicators and operational performance - Incident Command framework staffing and readiness completed	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Targets represent long-term readiness and coordination goals. Annual progress may vary due to the frequency and nature of emergencies, partner participation, and resource availability.
KPI   - Percentage of incidents involving Emergency Services Units that follow Joint Operating Procedures (JOPs). Target: Achieve 95% JOP compliance rate by 2029   - Number of joint scenario-based training exercises conducted annually. Target: 2 per year starting 2027   - Percentage of high-risk incidents reviewed using post-incident evaluation tools. Target: 100% by 2028   - Completion rate of after-action learning recommendations. Target: 90% of recommendations implemented within one year of review

Key Results (KR)
Objective 1. Standardize and optimize deployment protocols for Emergency Services Units
● KR1: Finalize baseline JOPs for all Emergency Services Units by Q4 2026
Objective 2. Enhance specialized unit readiness through integrated training and performance review
● KR2: Deliver two joint scenario-based training exercises per year beginning in 2027
● KR3: Train 90% of specialized unit personnel in updated JOPs and readiness protocols by Q4 2028
● KR4: Implement post-incident review protocols across all units by 2028
Objective 3. Modernize equipment and evaluate operational effectiveness
● KR5: Complete equipment modernization cycle by 2029
● KR6: Publish annual report on unit performance by end of 2029

7. Resources

Resources Available
• Existing specialized teams and operational leads
• Current training infrastructure
• Shared equipment and vehicles
• Existing coordination protocols (informal)

8. NRPS Team Involved

Team
Emergency Services Unit, Training Unit, Crime Analytics, Emergency Management Unit

9. External collaborators

Organization / Entity
EMS, Fire Services, Ontario Tactical Advisory Board, the Ontario Police College, Municipal Emergency Services, Public Health (for large-scale/biological threats), Ministry of the Solicitor General.

10. Risk Identification

Risk	Mitigation Strategy
Underutilization or overextension of specialized resources	During annual budget cycle improve alignment with actual needs; cross-train units to expand operational flexibility.
Gaps in inter-unit communication during high-stress incidents	Maintain a shared communications platform and radio protocols; conduct integrated command simulations; and maintain a clear command hierarchy under the Incident Command Framework.
Delayed modernization of equipment	Develop a multi-year capital replacement schedule; prioritize mission-critical tools; leverage grants and provincial/federal funding streams.
Limited capacity for frequent training due to operational demands	Embed training into operational cycles; adopt modular and prioritize time for scenario-based exercises.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Youth Safety and Engagement Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Expand prevention and engagement for at-risk youth through culturally safe, dignity-based programs
Action Plan:	Youth Safety and Engagement Strategy

2. Scope

Implement a coordinated, trauma-informed and culturally safe approach to early intervention, diversion, and outreach for at-risk youth. The strategy integrates school-based prevention, co-response and wrap-around supports (CORE/MCRRT and partners), Extra-Judicial Measures (EJM) guidance for eligible youth, and youth-focused public education. Efforts prioritize dignity, and decrease escalation into the justice system, with partners across health, education, housing, and social services.

3. Activities for consideration

Activity
Youth Prevention and School-Based Interventions   - Co-design and pilot school-based prevention modules with District School Boards (such as crime prevention and awareness modules).   - Publish and promote the Extra Judicial Measures (EJM) Guide with frontline quick references; monitor uptake (output: EJM SharePoint guide + usage analytics).   Enhanced Crisis Response and Outreach   - Develop a warm handoff process from frontline/youth crisis response to community agencies (output: documented referral pathway + partner agreements).   Training and Professional Development   - Source or develop micro-training modules on neurodiversity, trauma-informed care, and harm reduction (output: training package + completion reports).   - Integrate cultural humility and stigma-awareness learning into annual in-service and leadership training (output: updated training curriculum + evaluation forms).

Activity
Evaluation and Collaboration • Maintain a Youth Safety Dashboard tracking repeat contacts, EJM usage, diversions, and youth trust index (output: quarterly dashboard updates). • Lead or join collaborative grant applications and data-sharing projects with youth-serving agencies (output: funding applications + joint reports). Youth In Policing Initiative • Expand Youth in Policing Initiative (YIPI) placements to provide job skills, mentorship, and meaningful engagement opportunities (output: annual YIPI intake + skills development report). • Integrate YIPI graduates into NRPS youth engagement activities (output: alumni participation tracker).

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	Inspector 2 District

5. Deliverables

Deliverable	Due Date
• Assess and report on opportunities for school-based youth engagement programs (Q1) • Continue with the Youth NRPS Citizens Police Academy (Q2)	2026
• Generate a guide or training bulleting about the use of Extra Judicial Measures for first time youth offenders (Q1)	2027
• Expand School Programs in cooperation with District School Boards (contingent on School Board allowance) (Q3)	2028
• Explore school programs and collaboration opportunities	2029

6. Performance Indicators

Indicators (Measure) - Value (Target)
(Baseline will be established in 2026 for all below)   1. Percentage of youth criminal violations diverted to Extra Judicial Measures (EJM). Target: Increase by 5% annually.

> 2. Number of referrals to Extra Judicial Measures. Target: Increase year-over-year.
> 3. Number of school-based prevention presentations initiated with District School Boards.Target: At least 2 presentation by 2028.
> 4. Number of repeat crisis calls involving youth (mental health/substance use). Target: Reduce by 10% by 2028.
> 5. Youth crime rate (per 100,000 youth population). Target: Reduce by 2% annually.
> 6. Youth Citizens Police Academy participation. Target: At least 50 participants by the end of 2029.
> 7. Continue with similar number of Youth in Policing Initiative (YIPI) participants.

Key Results
Objective 1: Strengthen youth prevention and diversion pathways
KR1: Publish and implement an Extra Judicial Measures (EJM) Guide for frontline officers by Q2 2027.
KR2: Increase the proportion of youth criminal violations referred to EJM by +5% annually.
KR3: Establish at least 2 new school-based prevention presentations with District School Boards by 2028.
KR4: Reduce youth crime rate by 2% annually.

Objective 3: Build youth trust and engagement with police
KR8: Sustain a Youth Citizens Police Academy with at least 25 participants per year by 2029.
KR9: Sustain the Youth in Policing Initiative (YIPI) placements.

7. Resources

Resources Available
CORE, MCRRT, Training Unit, Victim Services, Corporate Communications

8. NRPS Team Involved

Team
S/Sgt Community Engagement, CORE Unit, Missing Persons Coordinator, Crime Analysis Manager, Corporate Communications Manager

9. External collaborators

Organization / Entity

Community Partners, Indigenous orgs, school boards, multicultural councils, shelters, youth-serving agencies, mental health and addiction services

10. Risk Identification

Risk	Mitigation Strategy
Community skepticism or distrust	Foster strong relationships with community partners.
Overpromising/Underdelivering	Conduct evaluations to determine realistic and achievable results

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices
- Niagara's Community Safety and Well-Being Plan
- Niagara Region Road Safety Strategic Plan

<p style="text-align:center">Niagara Regional Police Service
Action Plan: Road and Public Space Safety Strategy</p>

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Enhance road and public space safety through data-driven enforcement, infrastructure improvements, and community education.
Action Plan:	Road and Public Space Safety Strategy

2. Scope

In collaboration with the Region and municipalities, this action plan focuses on enhancing safety in public spaces and on roads through a data-driven, collaborative approach. It includes enhancing strategic, evidence-based enforcement in high-risk areas, improving infrastructure with municipal partners, and increasing public awareness around road safety behaviors and bylaw compliance. This plan integrates data analytics, inter-agency collaboration, and community engagement to create safer roads and public spaces while maintaining public trust.

The focus of this strategy is on prevention, education, and safer community design, enforcement remains one component within a broader harm-reduction approach

3. Activities for consideration

Activity (Responsible)
Data-Driven Enforcement and Analytics Deploy Data-Driven Traffic Enforcement. Responsible: District Commanders, Traffic Unit, Corporate Strategy and Innovation, Corporate Communications 1. Use heatmaps and analytics to identify high-collision zones (e.g., using maps provided by the Region and Municipalities) 2. Implement targeted enforcement campaigns (e.g., school zones, speeding corridors) 3. Increase visible presence and proactive engagement in pedestrian-heavy and high-collision areas 4. Develop and pilot a traffic strategy dashboard including top traffic offenders, most frequently involved vehicles, and repeated suspended drivers

Activity (Responsible)

Infrastructure and Partnership Enhancements
Partner for Infrastructure Improvements. Responsible: District Commanders, Traffic Unit, Corporate Strategy and Innovation
    5. Work with regional and municipal planners to advise traffic safety measures (e.g., the installation of speed cameras, signage, and calming designs)
    6. Support safety audits in redevelopment projects (transit hubs, nightlife areas)
 	
Community Engagement and Prevention
Community Awareness and Prevention Campaigns. Responsible: Corporate Communications, District Commanders, Traffic Unit, Corporate Strategy and Innovation
    7. Evaluate demographic trends to develop accessible public education and awareness campaigns on impaired driving, pedestrian safety, motorcycle safety, and distracted driving

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	S/Sgt Traffic Management and Road Safety

5. Deliverables

Deliverable	Due Date
• Publish internal speed and traffic violation heatmap using PON and collision data (Q2) • Conduct two targeted school zone enforcement blitzes with municipal and school board partners (Q2) • Develop and pilot a traffic strategy dashboard including top traffic offenders, most frequently involved vehicles and repeated suspended drivers. (Q1)	2026
• Benchmark pedestrian and cyclist injury rates by zone for evaluation and trend monitoring	2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
Performance measures are intended to track improvements in safety and awareness, not enforcement volume. Annual fluctuations in enforcement activity or collision rates may reflect factors such as population growth, seasonal variation, infrastructure changes, or public education outcomes.

KPIs
# of speeding and aggressive driving enforcement events: Increase by ≥5% annually; Baseline: 2026.   - Continue the # of R.I.D.E. initiatives   - Year-over-year Monitor the number of Provincial Offence Notices issued to assess deterrence and enforcement effectiveness (Target: ≥5% annual growth; Baseline: 2026)   - Track top 10 high-violation locations and repeat license plates: Publish annual report by 2027; Baseline: 2026.   % of injury/fatal collisions involving impairment: ≤5% by 2029; Baseline: 2026.   % of collisions involving impairment: Reduce by 3% annually; Baseline: 2026.   - Number of pedestrian/cyclist participanting in the safety campaing. Target, increase 20% by 2029; Baseline: 2026.   % of citizens reporting feeling safe in key public spaces: ≥80% by 2029; Baseline: 2026.   # of public education campaign engagements: Reach 10,000 residents by 2029; Baseline: 2026.

Key Results (KR)
- KR1: Achieve a 20% reduction in high-risk intersections collisions by 2029   - KR2: Launch 3 new public space patrol programs in identified hotspots by 2027   - KR3: Reach at least 10,000 residents through road safety campaigns by 2028   - KR4: Identify and track the top 10 high-violation locations and repeat license plates annually starting in 2026   - KR5: Maintain data-informed enforcement levels in identified high-risk areas, ensuring annual evaluation of deterrence impact. Determine baseline in 2026 KR6: Achieve at least five high-visibility initiatives at high-collision intersections by 2029

7. Resources

Resources Available
Traffic unit staff, frontline patrol, data analytics

8. NRPS Team Involved

Team
District Commanders, Collision Reconstruction Unit, Corporate Strategy and Innovation, Corporate Communications

9. External collaborators

Organization / Entity
• Collision Reporting Centre
• Region and municipal traffic planners
• School Boards and parent councils
• MTO and local public works
• Media and youth organizations for campaigns

10. Risk Identification

Risk	Mitigation Strategy
Public backlash to enforcement	Combine with awareness campaigns and transparent reporting
Inter-agency coordination delays	Sign MOU and plan joint reviews early
Technology limitations for analysis	Invest in GIS and mobility analytics tools
Foot patrols diverted due to emergencies	Pilot project to supplement with volunteer auxiliary or seasonal support (Auxiliary must be accompanied with sworn member during patrols)

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Niagara Region Road Safety Strategic Plan - https://www.niagararegion.ca/living/roads/pdf/road-safety-strategic-plan.pdf

Niagara Regional Police Service
Action Plan: Integrated Mental Health and Addictions Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Expand early intervention and prevention for vulnerable populations through integrated mental health, addictions, and community-based supports and partnerships.
Action Plan:	Integrated Mental Health and Addictions Strategy

2. Scope

Deliver a coordinated, trauma-informed approach to early intervention for individuals at risk due to mental health concerns, addictions, or social isolation. The strategy emphasizes proactive outreach, co-response (e.g., health professionals and community partners) and culturally appropriate engagement with diverse populations. Prevention is embedded into frontline policing and school-based interactions, ensuring supports are accessible before crises escalate. The approach strengthens partnerships with health and social agencies, prioritizes dignity-based responses, and reduces unnecessary system entry and escalation.

3. Activities for consideration

Activity
1. Enhanced Crisis Response and Outreach

- Assess and determine the optimal deployments for COAST and MCRRT Programs (Contingent to CMHA ability to provide staffing and obtain funding)
- Evaluate the potential impact of integrating alternate response models to 911 calls involving mental health and addiction (e.g., peer support workers and plainclothes clinicians or health professionals into response teams)
- Continue the work of mobile units to support high-demand neighborhoods and after-hours needs
- Continue with the deployment of public space outreach teams such as CORE, COAST, and MCRRT
- Continue partnership at Niagara situation tables to bring forward situations with acutely elevated risk including mental health and/or addiction
- Continue to engage encampments and transit hubs using harm-reduction and dignity-based approaches

Activity
3. 911 Mental Health and Addictions Triage Protocol • Continue to train dispatchers on triage criteria and referral options • Expand the diversion of non-urgent calls to health and social service agencies where appropriate • Continue to monitor the impact on frontline workload and service quality 4. Shared Case Management and System Coordination • Explore potential opportunities to support information-sharing processes with partner agencies • Track follow-up efforts, outcomes, and needs across systems 5. Evaluation and Collaboration • Monitor repeat contacts, diversions, and community satisfaction • Implement a dashboard to track complex entities, to analyze emerging trends and inform deployment decisions. • Collaborate with community agencies, regional partners, in grant applications and data analyses (i.e., aggregate, high level data) to inform program and service development.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Community Services
Lead:	Inspector 2 District

5. Deliverables

Deliverable	Due Date
• Assess demand for mobile crisis response unit, and provide analytics to assist with deployment decisions (Q3) • Knowledge sharing sessions (Lunch-and-Learn) between Communications Unit and MCRRT teams for enhancing mental health and addictions triage protocols – 2 Sessions by end of year. (Q4)	2026
• Implement a dashboard to track complex entities, to analyze emerging trends and inform deployment decisions (Q2)	2027

• Explore potential expansion of MCRRT coverage to all districts across the region	2028
• Achieve a 30% reduction (from 2026) in repeat mental health-related police contacts (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Performance indicators reflect long-term system improvements and collaboration outcomes rather than police-only performance. Annual fluctuations in diversion rates or apprehensions may result from broader health-system capacity, legislation, or reporting changes. All data shared publicly will be aggregated and privacy protected.
Key Performance Indicators (KPIs) • % of non-urgent mental health and addictions calls diverted from police to health or social services; target: divert at least 30% of eligible calls by 2029; baseline to be established in 2026. • Repeat contact rate for individuals with police-related mental health or addictions interactions (12-month tracking); target: reduce repeat contact rate by 30% by 2029; baseline to be established in 2026. • # of mental health apprehensions under the Mental Health Act; target: monitor annually and reduce growth trend through diversion strategies; baseline: +46% increase noted from 2017–2022, updated baseline to be established in 2026.
Key Results • KR1: Divert at least 30% of eligible non-urgent mental health and addictions calls from police to health or social services by 2029; baseline to be established in 2026. • KR2: Achieve a 30% reduction in repeat mental health-related police contacts by 2029; baseline to be established in 2026.

7. Resources

Resources Available
CORE, COAST and MCRRT Members

8. NRPS Team Involved

Team
MCRRT and COAST units, Youth Engagement Team, Crime Analysis Manager, Corporate Strategy and Innovation, Corporate Communications Manager.

9. External collaborators

Organization / Entity
Community Safety and Well-Being Plan partners
Local Public Health Units
School Boards
Youth agencies
Indigenous Organizations
CMHA, shelters, addiction services
Peer support networks
Hospitals and mental health crisis units

10. Risk Identification

Risk	Mitigation Strategy
Confusion on role clarity between police and health partners	Discuss and define clear roles and accountability structures between police and partners
Information sharing across systems may face legal constraints	Establish data-sharing agreements vetted by legal counsel. Use aggregate/high-level data for analysis. Implement secure, role-based access protocols and ensure compliance training for staff.
Community partner capacity limits	Phase expansion of programs based on partner readiness. Pursue joint grant opportunities and advocate for provincial/federal funding to address capacity gaps. Leverage virtual supports and prioritize high-need districts when resources are limited.

11. Version Control

Date Modified:	October 19, 2025

12. Relevant Documents and Appendices

Community Safety and Well-Being Plan: niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

Niagara Regional Police Service
Action Plan: Public Trust and Transparency Communications Strategy

1. Identification

Key Priority:	Community Trust and Engagement
Objective:	Increase public trust in NRPS by ensuring communications are transparent, accessible, and reflective of community needs
Action Plan:	Public Trust and Transparency Communications Strategy

2. Scope

This integrated strategy strengthens NRPS communications through a coordinated approach across digital platforms, internal systems, public education, media relations, and accessibility standards. It also includes civic literacy efforts, 911 education, and storytelling to enhance community understanding of policing, build trust, and support proactive engagement.

3. Activities for consideration

Activity
Digital Modernization • Redesigned NRPS website includes multilingual content and 3 public-facing dashboards by Q4 2026 • Expand social media strategy: multilingual campaigns Public Education Campaigns • Know Your Rights and Responsibilities Campaign: Workshops and videos on police interactions, with particular emphasis on procedural justice. • 911 Awareness Campaign: What to expect, appropriate usage, and alternative services • Collaborate with schools, shelters, legal clinics, and newcomer agencies for outreach (EDI and CORE) NRPS Citizens Police Academy • Expand enrollment and promotion of the program • Publish videos and testimonials to increase visibility and trust Community Storytelling and Advisory Input • Launch video series with officer and partner spotlights • Train Command and supervisors on media/crisis communication Inclusive and Accessible Communication Tools • Continue to apply AODA and plain language standards

• Continue to include cultural observances and trauma-informed framing in public content	

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Executive Officer, Chief of Police
Lead:	Corporate Communications Manager

5. Deliverables

Deliverable	Due Date
Redesigned and launch NRPS website (Q1) 911 awareness materials released (Q2) Crisis communication Standard Operating Procedures finalized (Q4)	2026
First "Know Your Rights" campaign completed (Q3)	2027
Video storytelling series launched (Q2)	2028
Public trust survey conducted (Q1)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Communication metrics track accessibility, reach, and engagement, not approval or sentiment. Year-to-year changes may reflect shifts in technology use, population growth, or major community events. All results will inform continuous improvement of NRPS communication practices.
• Number of Citizens Academy participants (including % from diverse groups); Target: increase enrollment annually; Baseline: 2026 • Website engagement (unique visits, page views, accessibility compliance score); Target: +10% annually; Baseline: 2026 • Social media engagement (shares, comments, impressions across all platforms); Target: +15% annually; Baseline: 2026 • Number of campaign attendees and video views (911, Know Your Rights, storytelling series); Target: reach 100,000+ residents annually by 2028; Baseline: 2026

• Proportion of supervisors and Command Team trained on media/crisis communications; Target: 90% by 2028; Baseline: 2026
Key Results: KR1: Launch redesigned NRPS website with multilingual content and dashboards by Q1 2026. KR2: Achieve 10% annual growth in website and social media engagement from 2026–2029. KR3. Reach 100,000+ residents annually with public education campaigns by end of 2028 (measured via event attendance, video views, and impressions) KR4. Increase public trust in NRPS communications by 15% by 2029 (baseline: 2026 Community Satisfaction Survey) KR5. Train 90% of supervisors and Command staff on media/crisis communications by Q4 2029

7. Resources

Resources Available
Corporate Communications Technician, Corporate Communications Specialist, Social Media Specialist, Corporate Communications Manager, Media Relations Officer (2)

8. NRPS Team Involved

Team
Superintendents, Directors, Deputy Chiefs, CORE, EDI Unit, Training Unit, and Video Unit

9. External collaborators

Organization / Entity
• Chief of Police Community Inclusion Council
• Parks Police
• Municipalities and Niagara Region
• Victim Services Niagara
• Other community agencies as appropriate

10. Risk Identification

Risk	Mitigation Strategy
Digital access barriers	Offer printed, radio, and in-person education materials

Low participation in workshops	Collaborate with trusted community groups for outreach
Misinformation or online hostility	Moderate content, provide official FAQs, engage in corrective messaging
Message fatigue (internal and external)	Rotate themes, personalize content, focus on high-impact campaigns
Capacity limitations	Use volunteers, and contract support for peak periods

11. Version Control

| Date Modified: | October 17, 2025 |

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Diversity and Inclusion Strategy

1. Identification

Key Priority:	Diversity and Inclusion
Objective:	Advance and embed Reconciliation, Equity, Diversity, Inclusion, and Accessibility across NRPS policies, leadership, workforce practices, and community engagement to strengthen fairness, representation, and public trust.
Action Plan:	Diversity and Inclusion Strategy

2. Scope

This action plan turns the Niagara Regional Police Service's commitment to Reconciliation, Equity, Diversity, Inclusion, and Accessibility into measurable, organization-wide change. It embeds these principles into every layer of the Service, from hiring and training to policy design, community engagement, and technology, thereby ensuring fair, culturally safe, and accessible policing for all. Over the next four years, the plan will strengthen workforce diversity, expand cultural-safety and anti-racism training to every member, while modernizing policies and systems through a Reconciliation, Equity, Diversity, Inclusion, and Accessibility audit, to improve accessibility across facilities and digital platforms.

The strategy moves beyond awareness towards action. It aims to foster workforce representation reflecting Niagara's population, ensuring that supervisors and leaders are accountable for inclusive practices, and deepen partnerships with Indigenous, newcomer, faith, 2SLGBTQQIA+, and disability-advocacy communities. The Diversity and Inclusion Strategy integrates lived experience and community feedback into decision-making, maintaining open advisory tables, and publishing annual progress through the Strategic Plan dashboard. Through this action plan, the NRPS will continue to build a Service that is representative, equitable, and trusted across Niagara's diverse communities.

3. Activities for consideration

Activity
Inclusive and Diverse Workforce • Maintain the confidential self-identification process at onboarding to inform workforce analytics and planning. • Expand recruitment outreach targeting diverse groups, including Indigenous and newcomer communities. • Conduct an organizational audit to identify systemic barriers in hiring, promotion, and retention.

Activity

- Partner with community ambassadors and associations (e.g., OWLE, ABLE, Serving with Pride).
- Recognize members who demonstrate leadership in advancing equity and inclusion.

Inclusive Culture and Training
- Deliver tiered training programs to all members, supervisors and executive leadership, including topics such as: foundational diversity and inclusion, cultural-safety, bias awareness, inclusive-leadership, among others.
- Co-develop community-led scenario training with Indigenous and newcomer groups.
- Incorporate accessibility, gender-based analysis (GBA+), and digital inclusion into annual training.
- Launch a leadership and inclusion seminar series for senior command.

Policy, Systems, and Accountability
- Review HR and operational policies through a diversity, inclusion, and GBA+ lens.
- Continue with the organizational audit.
- Embed equity impact assessments in all new or revised policies.
- Integrate accessibility standards into modernization projects (e-Notes, digital disclosure, online reporting).

Community Partnerships and Trust
- Expand the Chief's Community Inclusion Council (CCIC) with diverse and Indigenous representation.
- Ensure representation of all districts on Continuous Improvement Committee.
- Expand liaison-officer representation across all districts.
- Provide multilingual, plain-language resources on rights, services, and complaint processes.
- Address any systemic racism issues that might exist within NRPS
- Partner with Brock University and Niagara College to engage post-secondary students.
- Continue hate-crime prevention and awareness campaigns.
- Initiate a hate-crime liaison position to ensure consistent intake and engagement.

Continuous Learning and Cultural Awareness
- Maintain Indigenous learning circles, lunch-and-learns, and cross-cultural workshops, inclusive of diverse topics (i.e., understanding disabilities, diverse backgrounds, and cultural heritage)
- Introduce storytelling campaigns highlighting staff and community success stories.
- Integrate diversity and inclusion content into leadership and mentorship programs.

Activity
• Offer short, accessible e-learning refreshers ("micro-modules") for ongoing learning. Accessibility and AODA Compliance • Continue to complete AODA compliance audits in collaboration with the Region. • Continue to train staff on inclusive communication and accessible customer service. • Ensure all modernization projects meet digital-inclusion standards. • Report annually on accessibility progress through the Strategic Plan dashboard.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief Community Services
Lead:	Superintendent Community Services

5. Deliverables

Deliverable	Due Date
Explore options for additional training modules, co-developed cultural safety, and reconciliation with Indigenous, faith-based partners and diverse groups. Enhance the liaison officers' program across NRPS. Complete a baseline and an organizational audit to determine disproportionalities in police interactions with members of racialized communities Launch Continuous Learning Program (Lunch and Learns, Indigenous Circles, disability and faith awareness workshops).	2026
Implement cultural safety and anti-racism training for frontline and civilian staff, with tiered delivery for supervisors and leadership. Distribute multilingual, culturally relevant resources on services, rights, and complaint processes. Launch Continuous Learning Program (Lunch and Learns, Indigenous Circles, disability and faith awareness workshops). Embed accessibility, GBA+, and digital inclusion principles into annual training and policy reviews to ensure HR and operational practices reflect Diversity and Inclusion goals.	2027

Deliverable	Due Date
Publish findings from the Organizational EDI Audit and continue implementing at least three policy changes addressing systemic barriers in hiring, engagement, or operational procedures. Integrate accessibility standards into at least three modernization initiatives (e.g., e-Notes, digital disclosure, online reporting). Analyze police interactions with the public and determine the driving factors to ensure fairness and equity towards all members of the community. Expand liaison program and advisory networks, ensuring stronger participation in hate-crime support, outreach, and feedback loops.	2028
Expand cultural safety training coverage and liaison officer representation across all districts. Achieve ≥ 80% satisfaction scores among diverse groups and community partners in trust and safety surveys. Reach ≥ 90% compliance with AODA requirements across facilities and digital platforms.	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPI • % of staff who self-identify as part of diverse groups (baseline to be established in 2026). • Train all active members in Diversity and Inclusion, and cultural-safety modules by 2027. • ≥4 active liaison officers by 2029. • Community partner trust and satisfaction ≥80% by 2029 (baseline established 2026).
Objective 1: Build an Inclusive and Diverse Workforce • KR1.1 Deliver cultural safety and anti-racism training to all active members by 2027. Objective 2: Strengthen Representation and Community Connection • KR2.1 Establish and maintain at least 4 liaison officers by 2029. Objective 3: Reform Systems and Policies for Equity • KR3.1 Publish EDI audit findings by end of 2027. Objective 4: Enhance Community Trust and Satisfaction • KR4.1 Increase community partner satisfaction with NRPS service and engagement to ≥ 80% by 2029 (baseline established 2026).

Indicators (Measure) / Value (Target)
- KR4.2 Demonstrate year-over-year improvement in trust scores.   - KR4.3 By 2029, analyze police interactions (e.g., use-of-force and arrests) by perceived race, to identify and address potential disproportionalities if observed.   Objective 5: Advance Accessibility and Compliance   - KR5.2 Ensure annual public reporting of accessibility and EDI progress through the Strategic Plan public website starting 2027.

7. Resources

Resources Available
EDI Internal Network, EDI Specialist, Corporate Communications, Training Branch

8. NRPS Team Involved

Team
Equity, Diversity and Inclusion Specialist, Training Branch

9. External collaborators

Organization / Entity
- Indigenous Friendship Centres   - Local immigration and settlement services   - Faith groups and cultural association   - Diverse community groups

10. Risk Identification

Risk	Mitigation Strategy
Limited internal awareness or buy-in	Engage supervisors as early champions
Tokenism or superficial engagement	Co-create from the start, with decision-making influence
Staff burnout or backlash during cultural change	Provide safe learning space and peer-led training
Advisory fatigue among community partners	Provide honoraria, clarity of role, and visible impact

11. Version Control

Date Modified:	October 20, 2025

12. Relevant Documents and Appendices

- Niagara Region - Diversity, Equity and Inclusion: Action Plan 2023- 2027. niagararegion.ca/about/inclusive-communities/pdf/dei-action-plan.pdf
- Indigenous Justice Strategy - https://www.justice.gc.ca/eng/csj-sjc/ijr-dja/ijs-sja/tijs-lsja/pdf/IJS_EN.pdf
- 2024-2025 Diversity Plan of the Niagara Regional Police Service - https://pub-niagarapolice.escribemeetings.com/filestream.ashx?DocumentId=2532
- Niagara's Community Safety and Well-Being Plan
- Relevant General Orders, particularly those concerning Equal Opportunity (GO-083.08), Diverse Communities (GO-106.09), and the Respectful Workplace Policy (GO-104.13).
- Gender-based Analysis Plus (GBA Plus) - Canada.ca https://www.canada.ca/en/women-gender-equality/gender-based-analysis-plus.html
- Whittingham L (2025), "Programmes promoted on police service websites to safeguard autistic individuals in Ontario, Canada: an inductive content analysis". Policing: An International Journal, Vol. 48 No. 1 pp. 157–174, doi: https://doi.org/10.1108/PIJPSM-06-2024-0096

Niagara Regional Police Service
Action Plan: Community-Informed Identity Data and Accountability

1. Identification

Key Priority:	Diversity and Inclusion
Objective:	Build trust and strengthen equity in policing by co-developing a respectful and community-informed approach to collecting, reporting, and learning from Indigenous and racialized identity data. Ensure that identity data informs practice, improves services, and reflects the experiences of those we serve
Action Plan:	Community-Informed Identity Data and Accountability

2. Scope

This action plan ensures that the Niagara Regional Police Service implements national identity data standards (UCR 2.5) responsibly, in alignment with Statistics Canada recommendations and in compliance with legislative and regulatory requirements under the Community Safety and Policing Act and related provincial directives. While participation in UCR identity-based data collection remains optional at this time, NRPS is taking a proactive leadership role in the implementation of these standards to gather meaningful data on the lived realities of Indigenous, and racialized persons in their interactions with police.

The plan emphasizes five operational guidelines: community engagement, legislative and regulatory, education and awareness, data standards, data analysis and dissemination. Together, these operational guidelines, facilitate the ethical use of identity data to improve equity, accountability, and service outcomes, not merely for compliance, but to enhance fairness, reconciliation, and public trust. The overarching purpose is to ensure that affected communities are active partners in how identity information is collected, interpreted, and applied to strengthen equitable policing and community confidence.

3. Activities

Activity
Community Engagement • Host consultation sessions in partnership with community leaders and organizations to consult how identity data will be collected, governed, safeguarded, and reported. • Establish a joint NRPS, community advisory process to guide oversight and ensure transparency. Data standards, Data analysis, and dissemination • Develop and deliver training for frontline and civilian staff on respectful and trauma-informed approaches to identity data collection.

Activity
• Include scenarios, community-led workshops, and clear guidance on self-identification vs. officer perception. Legislative and regulatory • Develop internal policies to operationalize UCR 2.5 standards in a way that protects privacy, ensures consent, and prevents misuse of data. • Develop plain-language educational materials explaining how identity data is collected and safeguarded.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief Support Services
Lead:	Superintendent Operational Support and Projects

5. Deliverables

Deliverable	Due Date
• Design and complete community consultation sessions and co-develop a framework for identity data collection. • Develop and pilot members training on culturally safe data collection. • Establish a Data Advisory Group to inform governance and reporting.	2026
• Develop an implementation framework aligning with Statistics Canada's UCR 2.5 identity data standards and legislative and regulatory requirements under the Community Safety and Policing Act. • Launch a pilot program to collect Indigenous and racialized identity data in selected districts, in partnership with community representatives and advisory groups. • Publish the first Community Representation and Identity Data Report, presenting baseline findings and recommendations for service improvement. • Train active members on culturally safe and identity data practices. • Conduct a pilot evaluation and prepare recommendations for future Service-wide implementation.	2027

Deliverable	Due Date
• Expand identity data collection service-wide. • Integrate identity data findings into organizational practices (e.g., recruitment, hate crime response, training).	2028
• Achieve compliance with projected national standards for identity data collection. • Ensure ≥ 80% of community partners report satisfaction with trust, transparency, and accountability in how data is collected and used. • Publish an annual a Community Representation and Identity Data Report demonstrating service improvements informed by data.	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Targets represent long-term improvement goals. Year-over-year variation may reflect changes in community participation, national standards, and data availability rather than performance declines. All data reported publicly will be aggregated, de-identified, and co-developed with community partners to ensure context and transparency.
• % of members trained in culturally safe identity data collection practices, *new process.* • # of consultation sessions and advisory meetings held with Indigenous and racialized communities. • % compliance with UCR 2.5 standards. • Community trust and satisfaction score related to identity data (target ≥ 80% by 2029).
Objective 1: Ensure respectful and trauma-informed data collection • KR1.1 Train all active frontline and civilian members by 2029. Objective 2: Establish shared data governance and accountability • KR2.1 Form an Identity Data Advisory Group by 2026. • KR2.2 Publish a report by 2029. Objective 3: Use identity data to inform practice and build trust • KR3.1 Integrate identity data into NRPS practices by 2028. • KR3.2 Increase community partner satisfaction in advisory surveys by 2029 (baseline will be established in 2026).

7. Resources

Resources Available
Records and Information Management Unit, EDI Specialist, Community Services, Corporate Communications, Policy and Risk

8. NRPS Team Involved

Team
• IT and Record and Information Management Unit
• Equity, Diversity and Inclusion Specialist
• Training Branch
• Community Services
• Policy and Risk

9. External collaborators

Organization / Entity
Indigenous communities and knowledge keepers, African Canadian community leaders, newcomer services, EDI consultants, Human Rights legal experts, academic partners and relevant community organizations.

10. Risk Identification

Risk	Mitigation Strategy
Community mistrust or perception of data misuse	Co-develop governance, contextualize reports, and ensure transparency
Staff discomfort or errors in data collection	Deliver scenario-based, community-led training and ongoing refreshers.
Data misrepresentation without context	Publish reports with community interpretation and narrative, not just raw statistics.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

NRPS Diversity Plan 2025-2026 - https://pub-niagarapolice.escribemeetings.com/filestream.ashx?DocumentId=2532

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Indigenous Justice Strategy - justice.gc.ca/eng/csj-sjc/ijr-dja/ijs-sja/tijs-lsja/pdf/IJS_EN.pdf

Niagara's Community Safety and Well-Being Plan - niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

July 2025. Collection and reporting of Indigenous and racialized identity information through the Uniform Crime Reporting Survey: Operational guidelines for Canadian police services. Canadian Centre for Justice and Community Safety Statistics. https://www.statcan.gc.ca/en/statistical-programs/document/3302_D1_V1

June 30, 2025. Report and final recommendations: Police-reported Indigenous and racialized identity data through the Uniform Crime Reporting Survey. Canadian Centre for Justice and Community Safety Statistics. https://www.statcan.gc.ca/en/consultation/2021/ucrs/final-report

Niagara Regional Police Service
Action Plan: Gender-Based Violence Prevention and Support Strategy

1. Identification

Key Priority:	Diversity and Inclusion
Objective:	Prevent and respond to gender-based violence with trauma-informed, survivor-centred approaches
Action Plan:	Gender-Based Violence Prevention and Support Strategy

2. Scope

Develop a coordinated, multi-layered response to gender-based violence (GBV), including intimate partner violence, sexual violence, and violence targeting 2SLGBTQQIA+ individuals. This strategy centers on trauma-informed policing, multi-agency coordination, early intervention, cultural safety, and survivor empowerment, especially for marginalized communities.

3. Activities for consideration

Activity
Specialized GBV Training • Deliver training for members. Interagency Collaboration Framework • Maintain partnerships with local shelters, sexual assault centres, women's advocacy groups, and 2SLGBTQQIA+ organizations. • Continue partnerships for referrals and coordinated safety planning. • Integrate community policing principles and shared case management systems. GBV Case Management Strategy • Continue partnership with multi-disciplinary teams including police, healthcare, Crown prosecutors, housing, and community organizations. • Continue with a focus on complex, high-risk, or repeat GBV cases and systemic gaps. • Include lived experience experts and culturally specific organizations. • Continue proactive compliance checks on repeat high risk offenders. • Continue proactive early intervention strategy with GBV survivors. Survivor Support Guideline • Formalize a standardized survivor support guideline, including expectations, contact timelines, and referral procedures. • Ensure that the Survivor Support Guideline is contained within the relevant General Orders.

Activity
Public Awareness Campaign • Continue campaigns on healthy relationships, consent, coercive control, and available supports. • Use plain language, culturally and gender-sensitive messaging, and social media engagement. **Risk Assessment Integration** • Assess current trends of GBV indicators and develop meaningful and measurable performance indicators including targets. • Evaluate additional tools to include GBV-specific indicators like prior Intimate Partner Violence, stalking, and escalation signs, within existing reporting tools. • Continue to train applicable officers in dynamic risk assessment and safety planning. • Employ data analytics and data analysis to identify trends and patterns. • Evaluate alternatives for third-party reporting pathways with trained community partners (i.e., Crime Stoppers)

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Community Services
Responsible:	Superintendent Investigative Services
Lead:	Inspector Investigative Support

5. Deliverables

Deliverable	Due Date
• Evaluate alternative confidential reporting tools (e.g., SMS-based reporting platform) (Q4) • Initiate the first GBV public awareness campaign. (Q4) • Report on the deployment of proactive initiatives (Q4)	2026
• Analyze GBV trends data • Integrate updated GBV-specific risk assessment indicators into existing risk tools	2027
• Evaluate effectiveness of awareness campaign. (Q4) • Explore a third-party reporting pathway with trained community partners (i.e., Crime Stoppers) (Q4)	2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
Note: Targets reflect progress in prevention, awareness, and coordinated response. Annual variations may reflect changes in reporting, community engagement, and survivor confidence rather than increases in gender-based violence.
• Awareness and Engagement: % engagement with GBV public awareness campaigns compared to 2026 baseline, improve on a yearly basis. • Reporting and Service Access % of GBV reports referred to survivor support services within 48 hours (target: to be determined in 2026). • Increase compliance check rates: % of increase on compliance check rates on release conditions of GBV-related cases (target: to be determined in 2026). • Repeat Victimization: Reduce the number of repeat victims (Establish baseline in 2026).
Objective: Build public awareness and prevention capacity. KR1: Continue with the GBV awareness campaign by Q4 2026 and deliver annual campaign updates incorporating community feedback and engagement data. KR2: Achieve ≥50,000 verified community impressions per year across all GBV campaign platforms by 2027, measured through clicks, shares, attendance, and partner reporting systems. KR3: Co-deliver a minimum of 2 prevention and education sessions per year, with annual participation growth of at least 10% over the previous year.

7. Resources

Resources Available
• Domestic Violence Unit, Human Trafficking Unit, Sexual Assault Unit • Training Unit • Victim Services • Community Oriented Response and Engagement (CORE) Officers • Corporate Communications

8. NRPS Team Involved

Team
Victim Services, District Commanders and Frontline Officers, Intelligence Unit, Training Unit, Corporate Communications, Crime Analysis Manager, Corporate strategy and Innovation

9. External collaborators

Organization / Entity
• Niagara Region Public Health and Community Services • Community Safety and Well-Being team

Organization / Entity
• Coalition to End Violence Against Women
• Gillian's Place, YWCA, Birchway Niagara
• Probation and Parole
• Family and Children Services
• Niagara Detention Centre
• Sexual Assault Domestic Violence Treatment Centre
• 2SLGBTQQI+ advocacy groups
• Crown Attorney's Office
• School Boards
• Faith and cultural organizations

10. Risk Identification

Risk	Mitigation Strategy
Underreporting due to stigma or distrust	Build trust through non-police partner pathways and multilingual outreach
Vicarious trauma for staff	Offer specialized wellness supports and peer debriefing
Data privacy concerns in referrals and follow-up	Use consent-based sharing and robust privacy protocols
Inconsistent training uptake or partner engagement	Make training mandatory and embed joint evaluation processes

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

About gender-based violence - https://www.canada.ca/en/women-gender-equality/gender-based-violence/about-gender-based-violence.html

The Coalition to End Violence Against Women - Coalition to End Violence Against Women – Organizations from the Niagara Region working toward ending gender-based violence against women and their children.

Community Safety and Well-Being Plan: niagararegion.ca/community-safety/pdf/community-safety-well-being-plan.pdf

Niagara Regional Police Service
Action Plan: Strategy, Innovation and Continuous Improvement

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Use evidence and analytics to guide operations and to build internal capacity to adapt and lead through change
Action Plan:	Strategy, Innovation, and Continuous Improvement

2. Scope

This framework aims to establish an integrated, evidence-based analytics ecosystem to support and enhance operational effectiveness, strategic foresight, and public accountability. This involves transforming how the NRPS leverages internal and external data by strengthening systems integration, predictive modeling and evidence based policing. Concurrently, it seeks to accelerate innovation and continuous improvement across the Service by supporting the modernization of internal systems, by supporting frontline-led change, and through enhancing digital literacy and business analysis capabilities.

3. Activities for consideration

Activity
1. Build a unified analytics ecosystem (i.e., single source of truth). Integrate data from Online Crime Reporting systems, e-Notes, RMS, CAD, and HRIS into a centralized environment for comprehensive analysis and reporting.
2. Develop evidence-based analytical models. Create and refine models for hotspot identification, deployment optimization, early intervention (e.g., repeat MHA calls), crime trends, and staffing demand based on historical and operational data.
3. Modernize internal dashboards. Launch role-based, real-time dashboards for frontline, supervisors, executive leadership, and civilian units (e.g., 911, wellness, crime trends, patrol visibility).
4. Develop a public-facing transparency portal. Share selected crime, performance, and community safety data through a privacy-compliant platform to promote trust and engagement.

Activity
5. Launch analytics training and literacy programs. Train operational staff and supervisors in data interpretation, model understanding, and the ethical use of analytics. 6. Collaborate with Community Safety and Well-Being (CSWB) Partners: Co-design Key Performance Indicators (KPIs) and reporting templates that align with community safety priorities and inter-agency initiatives. 7. Collaborate with the Continuous Improvement Committee and leverage data to support continuous improvement efforts. 8. Establish Business Analysis and Quality Improvement Function and review major processes for efficiency: Conduct reviews of major departmental workflows to identify and eliminate process waste and implement Plan-Do-Study-Act (PDSA) cycles for high-friction processes 9. Conduct Frontline Workload Efficiency Reviews: Perform specific efficiency reviews to address frontline workload demands, with the goal of reducing response times, ensuring equitable workload distribution, mitigating burnout, and enhancing operational efficiency. 10. Initiate Strategic Resource Allocation and Investment Review: Assess current spending patterns to identify gaps or redundancies and reallocate resources strategically based on demand forecasting, frontline input, and strategic priorities. 11. Develop a corporate vision, mission, and values statements. Conduct member and partners consultations (surveys, focus groups, workshops) to update NRPS's vision, mission, and values by Q4 2026. Integrate finalized statements into strategic planning documents, leadership communications, and performance reviews to ensure service-wide alignment.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief, Support Services
Lead:	Manager Corporate Strategy and Innovation

5. Deliverables

Deliverable	Due Date
• Updated corporate vision, mission, and values • Public Dashboard including the Strategic Plan progress (Q4) • A detailed Analysis of 3 major departmental workflows completed including mapped process diagrams, pain points, redundancies, and prioritized recommendations (Q4)	2026
• Internal operational dashboards (911, response, repeat calls) launched or revamped (Q4) • Analytics training initiated (Q4)Findings from a workload efficiency review are published, covering response time analysis, call volume mapping and officer workload distribution data. (Q4) • 5+ high-volume manual workflows are automated (Q4)	2027
• The Business Analysis and Quality Improvement function is launched (Q4) • 30+ staff are trained in leadership and Lean Process Improvements (Q4) • Reviews are completed in 5 key areas identified by the Business Analysis and QI function (Q4) •	2028
• Annual strategic alignment review process embedded (Q4) • A live dashboard visualizing resource allocation effectiveness, cost efficiencies and Quality Improvement project impacts is launched (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
• % of core systems integrated into the analytics platform (RMS, CAD, DEMS, Online Crime Reporting) – Target: 95% by 2029. Baseline (2026): Establish initial integration rate. • Average response time to Priority 1 and 2 calls – Target: ≥5% reduction by 2029. Baseline (2025). • % of districts meeting optimal workload balance (e.g., calls per officer per shift) – Target: ≥90% by 2029. Baseline (2026): Establish workload distribution metrics.

Indicators (Measure) / Value (Target)
- Number of staff completing analytics training – Target: 50 staff trained by 2029. Baseline (2027): Establish initial training participation.   - Number of business processes mapped and reviewed – Target: ≥2 high-impact areas reviewed by Q4 2026. Baseline (2026).   - Staff satisfaction with innovation and improvement supports – Target: ≥85% by 2029. Baseline (2027): Establish satisfaction levels via internal survey.
- KR1: Launch two internal analytics dashboards for all operational units by Q4 2026.   - KR2: Develop and publish a strategic plan dashboard by Q4 2026.   - KR3: Train 50% of supervisors and managers in data interpretation by 2029.   - KR4: Achieve 95% integration of core systems (RMS, CAD, DEMS, Online Crime Reporting) by 2029.   - KR5: Automate 5+ high-volume manual workflows by Q4 2029.   - KR6: Launch the Business Analysis and Quality Improvement function and complete reviews in 5 key areas by Q4 2028.

7. Resources

Resources Available
Corporate Strategy and Innovation (Manager, Crime Analysis Manager, Strategic Initiatives Constable, Project Coordinator, Corporate Analyst), and Data and Business Intelligence Teams
Existing systems and data sources
Training support through academic partnerships

8. NRPS Team Involved

Team
Corporate Strategy and Innovation, Corporate Communications Unit, IT Business Intelligence, Communications Unit, Records and Courts, Quality Assurance, Quality Improvement Committee

9. External collaborators

Organization / Entity
- CSWB leads   - Municipal partners

Organization / Entity
• Academic institutions / Academic evaluation partners • Police Analytics Network • Statistics Canada • Crown Attorney's Office • Ministry of the Attorney General • Other police services (Peel, Ottawa, Edmonton) • Technology vendors

10. Risk Identification

Risk	Mitigation Strategy
Data silos and inconsistent formats	Invest in data warehousing and common data models
Staff discomfort or low engagement with analytics	Deliver role-specific training and show operational benefits through real scenarios
Privacy or legal risks from open/public reporting	Review all external-facing metrics with Legal and Privacy Officers
Misuse or misinterpretation of models	Establish validation protocols and promote mixed-methods analysis with context
Over-reliance on analytics without qualitative input	Embed operational feedback loops and include scenario analysis in decision-making

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Smart Tech Integration Project

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Advance digital infrastructure and smart policing tools
Action Plan:	Smart Tech Integration Project

2. Scope

Expand the Connected Officer ecosystem by implementing integrated, cloud-based policing technologies that enhance documentation, situational awareness, and accountability. This includes full deployment of body-worn cameras (BWCs), electronic notes (e-Notes), and a digital evidence management system (DEMS), along with full integration and monitoring of the Automated Licence Plate Recognition /In-Car Camera (ALPR-ICC) system. The project prioritizes ethical use, officer usability, privacy compliance, and collaboration with the Crown, legal advisors, and the community.

3. Activities for consideration

Activity
Deploy integrated digital tools Roll out e-Notes to all frontline and specialized units. Upgrade DEMS to cloud-based version with secure, centralized access. If approved, roll out BWCs. Coordinate digital transformation Establish a Digital Integration Working Group to guide training, monitor rollout, and incorporate officer and community feedback. Implement ethical and privacy protocols Develop digital evidence policies, audit trails, and redaction/retention standards in consultation with Crown and privacy advisors. Train staff and monitor usability. Train officers in documentation best practices and conduct annual tech usability reviews with at least 90% participation. Strengthen Crown and court readiness.

Activity
Ensure digital evidence meets disclosure requirements. Improve integration between DEMS and Crown file sharing workflows. Advance smart analytics tools. Pilot AI-enhanced tagging, transcription, and search to streamline evidence management and reduce manual workload. Monitor ALPR-ICC performance. Track privacy, accuracy, hit rates, and integration. Use feedback from officers and legal partners to guide updates. Launch Connected Officer evaluation. Review the full ecosystem (BWC, e-Notes, ALPR, mobile CAD access) for impact on field operations, administrative efficiency, and trust.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Deputy Chief Support Services
Lead:	Superintendent Operational Support and Projects

5. Deliverables

Deliverable	Due Date
• Pilot e-Notes fully deployed to frontline (Q4)	2026
• Officer usability review and privacy impact assessment completed (Q4) • Ethical guidelines published (Q4)	2027
• Smart tech user feedback dashboard launched (Q4); • AI tagging pilot initiated (Q4)	2028
• Connected Officer Toolkit evaluation completed (Q4); • Policy enhancements implemented (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Key Performance Indicators (KPIs):   1) % of frontline officers equipped with electronic notes (e-Notes) – Target: 100% deployment by Q4 2026, maintain through 2029. Baseline will be established in 2026   2) % of digital evidence files shared with the Crown within required timelines – Target: ≥85% compliance by 2029. Baseline will be established in 2026   3) Average officer satisfaction score on technology usability – Target: ≥80% annually by 2029. Baseline will be established in 2026   4) % of officers trained in privacy safeguards– Target: 100% completion by 2027, sustain through 2029.
Key Results   • KR1: Achieve 100% e-Notes deployment to deployable officers by Q4 2026   • KR2: Complete privacy impact and usability assessments with ≥90% participation by Q4 2027   • KR3: Reduce tagging time by ≥30% using AI-enhanced video tagging by 2029   • KR4: Monitor and report ALPR-ICC system outcomes semi-annually starting in 2026   • KR5: Reduce physical document and video transfer by 90% by 2029

7. Resources

Resources Available
Existing Technology Services and Information Management teams   Purchased licenses and vendor support

8. NRPS Team Involved

Team
• Technology Services and Information Management   • Court Services including DEMS   • Training Unit   • Professional Standards   • Records and Information Management Unit   • Corporate Strategy and Innovation   • Corporate Communications

Team
• Frontline Officers

9. External collaborators

Organization / Entity
Technology vendors
Crown Attorneys and Legal Advisors
Office of the Privacy Commissioner (as needed)
Community Advisory Groups

10. Risk Identification

Risk	Mitigation Strategy
Privacy breaches or unauthorized access	Role-based access controls, regular audits, encryption, and policy training
Resistance to digital documentation	Involve officers in feedback loop; provide role-specific training and user support
Vendor delays or system compatibility issues	Build implementation contingencies; escalate through service agreements
Public concerns about surveillance or recording	Community briefings, clear guidelines, and citizen advisory input on use
Gaps in AI or ALPR legal guidance	Consult legal teams before rollout; align with federal and provincial policy developments

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Guidance for the Use of Body-Worn Cameras by Law Enforcement Authorities | Information and Privacy Commissioner of Ontario

Niagara Regional Police Service
Action Plan: Cybersecurity and Data Protection Strategy

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Strengthen cybersecurity posture and data governance to safeguard operations, privacy, and public trust.
Action Plan:	Cybersecurity and Data Protection Strategy

2. Scope

Enhance NRPS cyber resilience through proactive threat detection, strong data governance, modern security architecture, and organization-wide awareness. The strategy integrates provincial and federal critical infrastructure standards and embeds security into all digital operations and planning activities.

3. Activities for consideration

Activity
• Expand identity-based access controls, network segmentation, and continuous endpoint verification to reduce attack surfaces.
• Modernize and advance the current SIEM platform to provide enhanced real-time visibility, detection, and automated alerting across the enterprise security landscape.
• Maintain and continuously evolve roles, responsibilities, and protocols through a comprehensive cybersecurity governance framework.
• Reinforce the defence-in-depth posture by continuously modernizing Multi-Factor Authentication (MFA) and strong password protection protocols across all systems and digital platforms.
• Perform regular penetration tests, vulnerability assessments, and phishing simulations to proactively identify and address weaknesses.
• Advance and complement established cybersecurity policies to ensure data classification and retention controls remain robust and adaptive within mobile and cloud environments.
• Continuously test and refine Incident Response Plan (IRP) protocols with cross-agency tabletop and simulation exercises.
• Provide quarterly training and refresher sessions for both uniform and civilian staff to build and strengthen cyber hygiene.

Activity
• Categorize NRPS data based on sensitivity and apply appropriate access controls, encryption, and retention policy standards. • Collaborate with Canadian Centre for Cyber Security (CCCS), Ontario Provincial Police (OPP), and other law enforcement and municipal partners to advance interoperability, threat sharing, and adopt shared resilience best practices. • Routinely test redundancy and recovery procedures for all mission-critical systems to safeguard operational continuity.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Technology Services
Lead:	IT Security and Services Manager

5. Deliverables

Deliverable	Due Date
Update cybersecurity governance framework; Security Information Event Management (SIEM) operational; modernized MFA implemented; baseline measures for compliance rate and response time established. (Q4)	2026
Full rollout of identity-based access controls (Zero Trust) and data classification policies; first cyber audit complete (Q4)	2027
IRP tested through multi-agency simulation; 90% of NRPS staff trained in cybersecurity; policy updated (Q4)	2028
Threat dashboard launched; metrics reported; IRP reviewed and refined (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPIs: • % of systems monitored by SIEM. Target: 100% by Q4 2027 • % of systems under Security Operations Center (SOC) visibility • % of NRPS members completing annual cybersecurity training. Target:100% by Q4 2028

Indicators (Measure) / Value (Target)
• % of critical vulnerabilities resolved within SLA. Target: ≥90% by Q4 2029 • Compliance rate with NRPS Cybersecurity Policy. Target: 100% • Average incident detection and response time – Target: Reduced by 30% by 2029. Baseline (2026): Establish average detection and response time through SIEM logs and incident reviews. Baseline will be established in 2026
Key Results • KR1: Complete Zero Trust model implementation by Q4 2027 • KR2: Achieve 95% training completion in cybersecurity awareness by Q4 2028 • KR3: Reduce average response time to cyber incidents by 30% by Q4 2029 • KR4: Maintain ≥90% score on third-party cybersecurity audit by end of Q4 2029

7. Resources

Resources Available
IT Security and Network Administrators Team
Cybersecurity Awareness Trainers
Existing Policy and Audit Infrastructure

8. NRPS Team Involved

Team
Network and Digital Security Infrastructure
Risk Management
Information Management (Records)
Legal Services
HR (Training and Awareness)
Policy and Risk

9. External collaborators

Organization / Entity
Canadian Centre for Cyber Security (CCCS)
Ontario Provincial Police (OPP)
Royal Canadian Mounted Police (RCMP)
Cybersecurity vendors
Canadian Municipal CIO Strategy Council

Privacy Commissioners (as needed)	

10. Risk Identification

Risk	Mitigation strategy
Evolving cyber threats outpacing controls	Maintain continuous updates, align with CCCS alerts, and perform adaptive policy reviews
User error or phishing susceptibility	Reinforce training quarterly with real-world scenarios and alerts
Integration delays from third-party vendors	Maintain project buffers and conduct early pilot testing
Legacy system incompatibilities	Prioritize phased upgrades and limit access to high-risk systems
Reputational harm from breach	Ensure rapid IRP activation, public transparency, and third-party response support

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: NG9-1-1 Technology Enhancement Project

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Implement NG9-1-1 Technology
Action Plan:	NG9-1-1 Technology Enhancement Project

2. Scope

Modernize NRPS 9-1-1 communications through the implementation of Next Generation 9-1-1 (NG9-1-1) technologies that enhance call accuracy, response, efficiency, and overall public safety outcomes. This project will integrate RapidSOS, What3Words, CAD upgrades, and AI-enabled triage tools to strengthen response coordination, reduce call handling times, and align with Canadian NG9-1-1 national standards.

3. Activities for consideration

Activity
1. Explore the integration of RapidSOS with CAD. Deliver real-time caller location, profile, etc. to communicators during incoming 9-1-1 calls.
2. Pilot/evaluate the implementation of automated caller callback and notification systems (e.g., TextBlue) that support the reduction for 9-1-1 callers awaiting assistance.
3. Explore AI-enabled voice-to-text and triage tools, to summarize calls, suggest call types, and support prioritization.
4. Develop and deliver NG9-1-1 training modules. Provide practical training for all communications staff.
5. Test and refine through simulation. Conduct joint exercises with PSAPs and municipal partners to validate system performance and interoperability.
6. Collaborate with municipal partners and Bell. Integrate GIS data layers and emergency maps to improve dispatch precision and service coordination.
7. Establish a continuous improvement loop. Collect user feedback through post-deployment surveys and incident debriefs, and refine SOPs accordingly.
8. Create a real-time NG9-1-1 monitoring dashboard. Track call outcomes, location data accuracy, and staff engagement for strategic and operational review.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Operational Services
Responsible:	Superintendent Operational Services
Lead:	Inspector Communications

5. Deliverables

Deliverable	Due Date
Explore the integration of RapidSOS and What3Words with CAD (Q4)	2026
CAD enhancements and callback automation live; user feedback collected and reviewed (Q4)	2027
AI voice-to-text pilot completed; communications performance dashboard operational (Q2)	2028
NG9-1-1 system audit and PSAP interoperability review completed and published (Q4)	2029

6. Performance Indicators

Indicators (Measure) /   Note: NG9-1-1 modernization enhances the accuracy and reliability of emergency response systems. All new tools are implemented under strict privacy, data-protection, and interoperability standards aligned with national 9-1-1 regulations.
Key Performance Indicators (KPIs):   (Baseline for applicable indicators to be established in 2026)   • % of 9-1-1 calls supported by enhanced NG9-1-1 data. Target: 95% by 2027   • % of 9-1-1 staff trained in NG9-1-1 systems. Target: 90% by Q1 2027   • % of CAD data streams fully utilized in dispatch workflows. Target: 90% by Q4 2027   • Reduction in average call handling time for NG9-1-1-enhanced calls. Target: ≥10% by Q4 2028   • % of successful automated caller updates/callback. Target: 85% by Q1 2028   • Staff satisfaction with NG9-1-1 tools/workflows. Target: ≥85% positive feedback, by Q1 2027
Key Results   • KR1: Integrate and operationalize RapidSOS and What3Words by Q4 2026   • KR2: Train 90% of communications staff by Q1 2027   • KR3: Reduce average call handling time for high-priority calls by 10% by Q1 2028

- KR4: Maintain ≥99.5% NG9-1-1 system uptime annually from Q1 2027
- KR5: Publish internally a full NG9-1-1 system audit and PSAP interoperability test by Q1 2029

7. Resources

Resources Available
CAD vendor and Technology Services /GIS teams
Existing Communications infrastructure
NG9-1-1 training content in development

8. NRPS Team Involved

Team
Communications Unit
Corporate Innovation
Technology Services /GIS teams
NG9-1-1/CAD Vendor Support

9. External collaborators

Organization / Entity
Bell Canada
RapidSOS
What3Words
Regional Emergency Services
PSAP Partners and Municipal IT Leads

10. Risk Identification

Risk	Mitigation Strategy
Vendor delays or integration issues with CAD or RapidSOS	Maintain regular vendor coordination and pilot integration early to troubleshoot
Inconsistent data coverage or accuracy in rural areas	Combine What3Words with existing GIS to cross-verify remote locations
Insufficient training uptake or retention	Use modular refresher training and simulation-based learning
Interoperability gaps across PSAPs or response agencies	Conduct annual joint simulations and standardize protocols collaboratively

| Data privacy concerns with medical/location data | Apply strong encryption, access controls, and transparent privacy communications |

11. Version Control

| Date Modified: | October 18, 2025 |

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Cloud Strategy and Digital Infrastructure Modernization

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Optimize digital infrastructure and service continuity through phased cloud adoption, operational resilience, and scalable platforms.
Action Plan:	Cloud Strategy and Digital Infrastructure Modernization

2. Scope

Modernize NRPS's digital infrastructure through a secure, phased transition to cloud-based platforms that enhance operational effectiveness, ensure business continuity, minimize reliance on legacy on-premises systems, and scale effectively to meet emerging and evolving needs. The strategy aligns with the Digital Strategic Plan pillars of modernization, security, and resilience and supports core systems such as the Digital Evidence Management System (DEMS), online reporting, and citizen engagement, digital notes and mobility solution, scalable analytics, and AI readiness

3. Activities for consideration

Activity
• Evaluate priority platforms (e.g., DEMS, online reporting and citizen engagement) for technical, operational, and legal readiness for cloud migration.
• Conduct a comprehensive inventory of applications and workloads, people, processes, data flows, technology, security, and digital governance.
• Establish a phased migration and roadmap plan based on technical feasibility, service criticality, risk profile, and sustainable cost effectiveness.
• Establish a governance framework model including SLAs, vendor oversight, cybersecurity and privacy standards, and risk controls.
• Integrate backup systems, disaster recovery, and business continuity protocols into all cloud-hosted platforms where applicable and appropriate.
• Pilot low-risk, non-critical systems migrations to refine processes and assess vendor integration and system performance before further scaling to other systems.
• Enhance and expand training of technical staff on cloud operations and partner with external experts for knowledge transfer and upskilling.

Activity
• Monitor uptime, cost savings, and service continuity using dashboards and automated alert systems to track availability, performance, cost optimization, and service continuity. • Explore joint procurement and shared platform opportunities with municipal IT and service delivery partners.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Technology Services
Lead:	IT Security and Services Manager

5. Deliverables

Deliverable	Due Date
Cloud governance framework completed; DEMS and readiness assessments done (Q4) Establish a Cloud Cost Model (CAPX to OPX transition) (Q4)	2026
Initial system migrations launched; cloud-based disaster recovery operational (Q4)	2026 - 2027
All priority applications transitioned; performance monitoring fully implemented (Q4)	2027 - 2028
Redundant backup and failover tested; 90% of core systems cloud-based (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPIs: • % of core systems migrated to the cloud. Target: 90% by end of 2029 • Mean Time to Recovery (MTTR) for cloud-hosted systems. Target: ≤1 hour by 2028 • % of Technology Services staff trained in cloud management and resilience. Target: 100% by 2027 • % uptime for mission-critical services. Target: ≥99.9% annually

Indicators (Measure) / Value (Target)
• Cost savings from technical infrastructure consolidation. Target: ≥20% reduction by 2029

Key Results (KR)
KR1: Complete cloud governance framework and detailed roadmap by Q2 2026 KR2: Migrate at least 50% of key business applications by end of 2027 KR3: Fully test and validate disaster recovery systems for all migrated platforms by Q4 2028 KR4: Achieve 99.9% uptime for all mission-critical cloud-hosted applications by Q4 2029 KR5: Train 100% of technology operations staff in cloud technologies by Q3 2027

7. Resources

Resources Available
Technology Services

8. NRPS Team Involved

Team
Infrastructure, Cybersecurity, Finance

9. External collaborators

Organization / Entity
Cloud service providers, Municipal IT leads, Cybersecurity auditors

10. Risk Identification

Risk	Mitigation Strategy
Vendor lock-in or overdependence	Use flexible contracts and adopt multi-cloud or hybrid options where feasible
Cost overruns during migration	Conduct phased rollouts with detailed cost forecasting and post-migration audits
Downtime during cloud transition	Schedule during low-demand periods and test in sandbox environments before rollout
Compatibility issues with legacy systems	Prioritize modular, API-driven integrations and gradually phase out outdated components

Security vulnerabilities	Implement zero-trust architecture, real-time monitoring, and third-party penetration testing

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Responsible Artificial Intelligence and Machine Learning Adoption and Governance Strategy

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Ensure responsible, ethical, and confident adoption of emerging technologies
Action Plan:	Responsible Artificial Intelligence and Machine Learning Adoption and Governance Strategy

2. Scope

This strategy establishes a Service-wide approach for the responsible adoption of artificial intelligence (AI) machine learning (ML) and emerging technologies at NRPS. It ensures innovation is ethical, transparent, and aligned with policing values, while building staff confidence and public trust. The framework balances operational benefits (efficiency, accuracy, and improved decision-making) with governance safeguards (fairness, accountability, privacy, and oversight).

3. Activities for consideration

Activity
Empowering Adoption and Innovation 1. Establish an AI/ML adoption policy and formal mechanism to evaluate, pilot, and implement AI technologies. 2. Identify and prioritize AI use cases with high operational value, low ethical/operational risk, and showcase successful pilots through internal communications, newsletters, and leadership briefings. 3. Create a structured AI adoption process to guide testing, evaluation, staff feedback, and scale-up. Ethical Governance and Risk Management 4. Develop AI/ML governance principles aligned with international frameworks and Canadian policing ethics (e.g., CEPAI, EU AI Act). 5. Establish an AI Governance Committee (with terms of reference), including representatives from Legal, Operations, Technology Services, Corporate Strategy, and Corporate Communications

Activity
Equity, and Community partners   6. Embed AI governance into procurement, risk management, and cyber/digital policy procedures to ensure ethical compliance before deployment.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Director Technology Services
Lead:	Manager Corporate Strategy and Innovation

5. Deliverables

Deliverable	Due Date
AI/ML Governance Committee established; baseline values for staff training, adoption, and governance indicators established (Q2)	2026
AI/ML governance policy (i.e., General Order) and a process to adopt to new AI technologies (Q4)	2027 (2026)
Implement AI literacy and responsible use training program (Q2)	2027
Conduct AI Inventory, identify and implement 3 major AI-controlled pilot initiatives that affect multiple departments in the Service (Q4)	2028 (2027)
Embed AI in existing platform like procurement and digital policy procedures (Q4)	2029 (2028?)
Conduct AI/ML governance review and maturity assessment (Q4)	2028-2029

6. Performance Indicators

Indicators (Measure) / Value (Target)

Key Performance Indicators (KPIs):
    • % of staff trained in AI ethics and responsible use – Target: ≥80% by 2029. Baseline will be established in 2026.
    • Number of successful AI deployments (cross-departmental) – Target: 3 by Q4 2029.

Indicators (Measure) / Value (Target)
• Staff confidence in AI adoption (survey score) – Target: ≥85% by Q4 2029. Baseline will be established in Q4 2026.

Key Results (KR)
KR1: Launch AI Governance Committee by Q2 2026.
KR2: Publish AI adoption policy and framework by Q4 2027.
KR3: Train 150+ members in AI ethics and responsible use by Q4 2028.
KR4: Implement and evaluate 3 service-wide AI projects by Q4 2028.

7. Resources

Resources Available
Corporate Innovation and Technology Services teams
Academic partnerships and AI research networks
Existing training and e-learning infrastructure

8. NRPS Team Involved

Team
Corporate Innovation, Legal Services, Training, Business Analytics, Network and Security Team, Corporate Communications

9. External collaborators

Organization / Entity
Privacy Commissioners, AI research partners, community oversight bodies

10. Risk Identification

Risk	Mitigation Strategy
Lack of staff confidence or tech fluency	Provide role-specific training and peer mentorship via the AI Innovation Network
Ethical or legal issues from bias or non-transparent models	Conduct mandatory audits and enforce pre-deployment ethical review
Misuse or over-reliance on untested AI	Require transparency, documentation, and ethical justification for all AI deployments
Mismatch between public expectations and internal tech use	Engage community panels and publish annual AI impact summaries

Challenges in measuring the value of AI/ML tools	Develop clear ROI indicators tied to time savings, fairness, and user satisfaction

11. Version Control

Date Modified:	October 18, 2025 – Public version

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Custody, Transport and Digital Disclosure Modernization Strategy

1. Identification

Key Priority:	Modernization and Innovation
Objective:	Streamline prisoner handling, court logistics, and disclosure through digitization, transparency, and efficient deployment
Action Plan:	Custody, Transport, and Digital Disclosure Modernization Strategy

2. Scope

Modernize end-to-end custody processes (i.e., from arrest to disclosure) by digitizing workflows, improving inter-unit coordination, and strengthening Crown readiness. This strategy modernizes NRPS custody, transport, and disclosure systems through digitization, collaboration, and evidence-informed workflow redesign. It strengthens operational safety, enhances efficiency, and ensures fair and transparent treatment for all individuals in custody, while improving coordination with Crown and court partners.

3. Activities for consideration

Activity
Custody workflow redesign. • Map end-to-end prisoner intake, holding, and court transfer. • Standardize digital documentation and implement service-wide logbooks (e-notes). Officer and staff feedback integration. • Incorporate insights from officers, Court Services, and frontline staff to improve reintegration, transport safety, and court scheduling processes. Transport optimization. • Continuing the utilization of virtual bail hearings • Explore the development of predictive scheduling tools and explore alternative models (e.g., identify efficiencies during the intake process). Digital disclosure integration. • Connect custody records with DEMS. • Develop completeness checklists, audit prompts, and automation tools for digital file readiness.

Activity
Crown and court collaboration. • Work with Crown Attorneys to define disclosure completeness criteria, timelines, and file quality expectations. • Establish a feedback loop for file improvement. Facility, safety, and equity enhancements. • Conduct annual audits on cell safety, accessibility, and detainee well-being. • Monitor holding durations, medical needs, and demographic equity. Transparency and oversight tools. • Enhance the Prisoner Management dashboard with anonymized trends (e.g., wait times, demographics, incident rates).

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Superintendent Operational Support and Projects
Lead:	Inspector Courts and Prisoner Management

5. Deliverables

Deliverable	Due Date
• Custody process map completed • Deploy E-notes (Q4)	2026
• Custody dashboard published; DEMS-custody checklist integrated	2027
• 75% reduction in custody documentation errors (based on 2026 baseline); predictive scheduling fully operational (Q4)	2028
• 95% of prisoner-related disclosures on time; custody audits and Crown briefs standardized (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Performance indicators reflect long-term modernization and efficiency goals. Annual variations may occur due to court scheduling, technology rollout timelines, or evolving provincial standards.

Key Performance Indicators
• Average time from arrest to initial disclosure (Baseline 2026; Target: ≤ 24 hours for routine cases by 2029). • Officer-custody transport and offload delays reduced by 25% by 2029 (Baseline 2026; Target: ≥ 25% reduction by 2029). • % of prisoner-related digital disclosures on time and error-free (Baseline 2026; Target: ≥ 95% by 2029).

Key Results
Objective 1: Modernize Custody and Transport Workflows KR1: Complete custody process mapping and implement internal efficiencies Q4 2026. KR2: Implement improvements to officer-custody transport and offload delays by Q4 2029. Objective 2: Work with the Crown to improve Digital Disclosure Timeliness and Accuracy KR3: Achieve 95% on-time, error-free disclosure submissions by 2029. KR4: Establish a Crown feedback loop on file quality with quarterly reviews starting 2027. Objective 3: Strengthen Safety, Transparency and Staff Engagement KR5: Ensure 100% custody cell checks compliance with safety standards by 2027. KR6: Enhance custody/prisoner management dashboard with anonymized trends and publish annual transparency reports by 2027.

7. Resources

Resources Available
Existing DEMS/RMS infrastructure, Court Services team, Facilities Unit

8. NRPS Team Involved

Team
Digital Evidence Management System
Records and Information Management Unit
Corporate Strategy and Innovation
Policy and Risk
Court Services
All Sworn Officers, including Community Services and Investigative

9. External collaborators

Organization / Entity
• Crown Attorneys' Office • Court Administrators • Ministry of the Attorney General

10. Risk Identification

Risk	Mitigation Strategy
Delays in technology integration	Phase rollouts and ensure vendor accountability through service-level agreements
Privacy or legal compliance challenges	Align workflows with provincial and federal privacy guidelines; involve legal advisors early
Resistance to new transport or scheduling models	Pilot small-scale projects with feedback loops before full rollout
Underreporting of custody incidents	Implement anonymous audit trails and require mandatory reporting triggers
Facility limitations for compliance upgrades	Prioritize high-risk or high-volume locations in capital planning

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Integrated Member Support and Wellness Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Promote a culture of resilience and psychological safety through proactive, accessible, and member-centered wellness supports.
Action Plan:	Integrated Member Support and Wellness Strategy

2. Scope

Develop a comprehensive and trusted wellness ecosystem to promote psychological safety, proactive support, and long-term resilience across all member roles. The plan enhances existing wellness infrastructure, integrates a suite of holistic services, training, and programs. The plan also informs and expands Member Support Unit services based on internal feedback and leading practices.

3. Activities for consideration

Activity
Improve Mental Health Literacy Psychoeducation • Development of resilience, mental health literacy and stress management skills. • Deliver wellness workshops tailored to unit stressors and member feedback. • Share evidence-based and researched backed materials with members from a holistic (bio-psycho-social-spiritual) care model. • Implement pre-OPC resilience module. • Implement online mental health screening tools. Competence and skill in supporting one another. • Formalize the Crisis Intervention Response Team (CIRT) Protocol, with embedding the Peer Support Team into the response. • Offer ongoing advance trauma-informed peer support training. • Multi-faith support training for Peer Team • Integration of Spiritual Services within the Peer Support Team. • Have dedicated uniform officers that are trained in reintegration to participate with road exposure and return to work plans.

Activity
- Integrate options for members to request culture-specific support or services (e.g., Indigenous Elders, 2SLGBTQQIA+ affirming clinicians or peers).   - Explore ad hoc committees to support holistic wellness (e.g., Veteran support group or lead to organize Remembrance Day events, poppies, and related activities.   - Have designated "wellness" reps in platoons/units to organize holistic wellness initiatives for their platoons and liaise with Member Support/Wellness team members as appropriate/needed.   Leadership training   - Build competency and comfort with supervisors through the strengthening of the Early Intervention Program training.   - Build competency and comfort with supervisors accommodating members returning from a mental-health related absence.   - Build competency and comfort with supervisors on psychological health and safety standards in the workplace.   - Build competency and comfort with supervisors on workplace bullying.   Family Integration   - Quarterly family info sessions (virtual and in-person)   - Spousal/partner education for common signs of stress, secondary trauma, etc.   - Dedicated family liaison contact   - Family-focused resilience newsletter/resource hub   Accessibility: - Availability of culturally competent mental health providers in the community   - Access to all Member Support services region-wide for all members (i.e., Chaplain or spiritual care advisor access).   - Expand Member Support Unit visibility and access, including anonymous contact points and education sessions.   - Engage members' families through optional education, digital resources, and reintegration preparation.   - Expand Wellness Hubs to all Districts.
Reduce Mental Health Stigma Psychology as part of the culture   Exposure to the Service Clinicians through a ride-along program

Activity
- Have clinicians visible to member by having exposure in unit meetings and/ or briefings.   - Implementation of Retiree Officer/Member Wellness Evaluations   **Accountability**   - Establish clear policies that prioritize early engagement with mental health support, with compassionate follow-through processes guided by leadership and Member Support.   **Normalizing**   - Use real member testimonials (anonymous or recorded) to share lived experiences.   - Launch campaigns to normalize emotion and struggle.   - Monthly mental health themes (grief, anxiety, compassion fatigue) with toolkits or team huddles   - Implement "trauma stewardship" education for members regularly exposed to trauma (e.g., crime scenes, child exploitation, etc.)   - Offer a speaker series with both internal and external presenters.   **Research and Evaluation**   - Develop a Member Support and Safeguarding Dashboard – Incorporating useful information for the Unit to make informed decisions and guide a data driven strategy.   - Track utilization, satisfaction, and recovery outcomes using secure, anonymized systems   - Track pre/post intervention outcomes (e.g., wellness ratings pre- and post-reintegration or post-CISM)   - Annual anonymous member satisfaction survey   - Feedback mechanisms for families   - Measure leadership readiness/confidence before and after training.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Superintendent Executive Services
Lead:	Manager Member Support Unit

5. Deliverables

Deliverable	Due Date
1. Develop and Deliver Mental Health Literacy Workshops	Q4 2026
2. Formalize and Launch Updated CIRT Protocol	Q1 2026
3. Peer Support Team Development	Q1 2026
4. Implement Leadership Training Program	Q4 2026
5. Family Integration Programming	Q4 2026
6. Expand Accessibility of Services	Q4 2026
7. Normalize Psychology in the Culture	Q1 2026
8. Continue Mental Health Stigma Reduction Campaigns	Q4 2026
9. Research, Evaluation and Dashboard	Q4 2026
10. Launch Annual Anonymous Satisfaction Survey	Q4 2026
11. Awareness Campaigns (videos, posters, digital content) to reduce stigma and promote services.	Q4 2026

6. Performance Indicators

Indicators (Measure) / Value (Target)
All indicators measure organizational progress and culture change. Individual data will remain confidential, aggregated, and anonymized. Annual variation may reflect changes in reporting comfort or awareness rather than actual wellness trends.
Key Performance Indicators (KPIs): • % of members accessing wellness services (target: ≥25% over baseline by 2029) • Peer support engagement rate (target: steady year-over-year growth), over 2025 baseline • Return-to-work satisfaction after trauma or extended leave (target: ≥85% by 2029, over 2026 baseline) • # of wellness check-ins or post-incident debrief supports offered, maintain similar levels year over year • % of high-stress unit members receiving annual psychological check-ins, target will be established in 2026 • Wellness workshop participation and evaluation scores (target: ≥80% positive by 2029) • # of trained leaders report increased confidence post-training (target: ≥80%) • At least 85% of supervisors complete Early Intervention Program training by Q4 2026

Objective Key Results (KR)
KR1: Launch 2 fully equipped wellness hubs and 1 virtual portal by Q4 2026
KR2: Expand the Safeguard Program to 3+ units by Q4 2028
KR3: Achieve ≥85% satisfaction rate with peer and professional supports by 2029
KR4: Ensure 100% of Communications Unit and identified high-stress team members receive annual wellness check-ins
KR5: Implement a service-wide early intervention protocol by Q2 2027
KR6: Integrate wellness participation data into annual planning and staffing decisions by Q4 2027
KR7: Explore access to service animals

7. Resources

Resources Available
Members Support Unit, District Commanders, Human Resources

8. NRPS Team Involved

Team
• Member Support Unit (manager, clinicians, peer coordinators, chaplains/spiritual support, admin support).
• HR Wellness and Return-to-Work Team
• Trauma-informed care consultants
• EFAP and Community Providers
• Corporate Communications

9. External collaborators

Organization / Entity
• Occupational health providers
• Paramedic and Fire Services (for shared learning and peer models)
• Trauma-informed care and EFAP consultants
• University and/or College
• OACP Psychological Services Committee
• OACP Education Subcommitee
• Community Providers

10. Risk Identification

Risk	Mitigation Strategy
Stigma or low uptake among certain teams	Use peer champions and trusted voices to normalize participation; offer opt-in anonymity
Burnout among peer supporters	Provide supervision, rest cycles, and recognition for peer support roles
Resistance to psychological check-ins	Emphasize confidentiality and member-led care; offer opt-out options with education
Limited provider availability	Partner with external clinicians; offer hybrid models (in-person and virtual)
Feedback fatigue	Keep surveys brief, anonymous, and transparent about how results inform actions

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Leadership and Performance Excellence Framework

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Foster an ethical, inclusive, and high-performance culture
Action Plan:	Leadership and Performance Excellence Framework

2. Scope

Develop and implement an integrated framework for leadership, ethics, and accountability that strengthens trust, promotes professional growth, and reinforces inclusive advancement. This plan applies to all units, with tailored focus on identified high-pressure areas (e.g., 911 Communications), and includes digital performance tools, structured mentorship, and ethics-based leadership training.

3. Activities for consideration

Activity
• Launch a digital performance review system integrated with HRIS and accessible across the Service.
• Align all performance reviews with organizational values, ethics, and strategic priorities.
• Deliver ethics and values-based leadership training to all supervisors and managers.
• Embed equity, psychological safety, and cultural competency indicators into review frameworks.
• Finalize and implement SOPs for recognition, coaching, performance improvement, and discipline.
• Explore the potential application of 360° feedback tools that include supervisor, peer, and self-assessment options.
• Measure performance culture and trust using regular engagement and ethics perception surveys.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Human Resources

Lead:	Manager Total Rewards and HR Programs

5. Deliverables

Deliverable	Due Date
Launch digital performance platform and begin leadership pilot (Q4)	2027
All supervisors receive ethics-based leadership training; SOPs finalized (Q4)	2028
Expand mentorship and review model service-wide; staff engagement increases 10% (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
• % of staff with completed digital performance reviews. Target: >50% over baseline by the end of 2029   • % of supervisors trained in ethics and inclusive leadership. Target: 80% over baseline by end of 2029   • Trust score in performance review process (survey-based). Target: Increase by ≥10% over 2026 baseline by 2029   • Staff satisfaction with feedback and performance process (survey-based). Target: ≥80% positive satisfaction by 2029
Key Results (KR)   KR1: 90% of eligible staff receive digital performance reviews by Q4 2027   KR2: Increase trust in the performance and accountability process by ≥10% by 2029   KR3: Finalize SOPs for progressive discipline, feedback, and recognition by Q4 2028   KR4: Achieve ≥80% satisfaction with the new review system (survey-based)

7. Resources

Resources Available
RMON Consultants
HR Total Rewards and HR Programs Manager and Team

8. NRPS Team Involved

Team
HR Systems Analysts, Training Unit, Professional Standards Unit, Supervisors, IT Systems Team, Training Unit

9. External collaborators

Organization / Entity
Performance management software vendor – PeopleSoft
Ethics and leadership consultants
Ontario Association of Chiefs of Police (OACP) – for mentorship best practices
Policing performance benchmarking networks
Regional Municipality of Niagara – HRIS

10. Risk Identification

Risk	Mitigation Strategy
Resistance to new performance review tools	Provide role-specific training, show value through pilot success, and ensure supervisor support.
Perception of bias or lack of transparency in mentorship opportunities	Use clear eligibility criteria, advertise openly, and include diverse mentors and mentees.
Data privacy concerns with peer feedback	Use anonymous aggregation, role-based access, and transparency about purpose and safeguards.
Capacity limitations in scaling mentorship service-wide	Use phased rollout, leverage experienced mentors as internal coaches, and explore partnerships with external leadership networks.

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Internal Communications Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Strengthen organizational culture and workforce engagement by delivering clear, inclusive, and consistent internal communication across all levels of the service
Action Plan:	Internal Communications Strategy

2. Scope

Modernize NRPS internal communications to ensure all members (sworn and civilian) receive timely, relevant, and consistent information. This includes launching user-friendly communication platforms, embedding a culture of transparency, wellness, and engagement throughout the organization.

3. Activities for consideration

Activity
Conduct internal communications audit
• Survey all units on effectiveness of current channels
• Identify gaps, barriers, and unit-specific needs
• Benchmark with best practices in police and public sector communications
Enhace internal communications platform (2026–2027)
• Enhance Intranet with personalized content (by role/unit)
• Integrate key resources: HR updates, SOPs, peer recognition, wellness info
• Collaborate with Corporate Strategy and Innovation to present valuable information for NRPS members
Standardize Organizational Messaging Input
• Develop the "Strategic Plan in Action" campaign to support the deployment of the 2026 – 2029 Strategic Plan
• Promote staff-generated content (wins, ideas, recognition, innovation)
• Enhance communication around wellness and organizational change
• Deliver messaging aligned with member concerns and needs

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief of Police
Responsible:	Executive Officer to the Chief of Police
Lead:	Corporate Communications Manager

5. Deliverables

Deliverable	Due Date
Internal communications audit completed; enhancement of the internal communications platform	2026
Enhance wellness communication	2027
Recognition of internal communications excellence; ROI report on communication engagement and satisfaction	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPI: • # of monthly intranet user logins. Target: 15% increase in 2027 baselines will be establish in 2026
Key Results 1. Complete organization-wide internal communications audit and recommendations by Q4 2026

7. Resources

Resources Available
Corporate Communications Technician, Corporate Communications Specialist, Social Media Specialist, Corporate Communications Manager, Media Relations Officer

8. NRPS Team Involved

Team
Superintendents, Directors, Deputy Chiefs, District Commanders, Community Oriented Response and Engagement (CORE), EDI Unit, Training Unit and Video Unit, Human Resources, Wellness Unit, Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
• Chief of Police Community Inclusion Council
• Parks Police
• Municipalities and Niagara Region
• Victim Services Niagara
• Other community agencies as appropriate

10. Risk Identification

Risk	Mitigation Strategy
Message fatigue or overload	Curate and prioritize content through a weekly digest; set a standard for concise messaging; use tagging and filters to allow members to choose preferences.
Uneven communication across units	Provide communication toolkits for supervisors; monitor delivery/engagement metrics by unit to identify gaps.
Low trust or feedback reluctance	Continue anonymous feedback channels; ensure responses to feedback are visible and acted upon; highlight stories where input led to change.
Intranet seen as not user-friendly	Conduct usability testing with diverse users; redesign platform with intuitive navigation and mobile access; provide onboarding sessions and tip sheets.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Career Mapping and Mentorship Program

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Enhance hiring, promotions, and succession planning
Action Plan:	Career Mapping and Mentorship Program

2. Scope

Establish structured and transparent internal career pathways that support professional growth, leadership development, and equitable advancement. Prioritize mentorship for diverse groups, succession planning for critical roles, and internal mobility using data-driven strategies.

3. Activities for consideration

Activity
• Map career pathways. Create visual guides showing progression for key civilian and uniform roles. • Launch mentorship program. Offer structured mentorship with a focus on preparing the organization for the future. • Identify and prepare internal candidates for key leadership and specialist roles. • Establish development tracks. Use acting roles, projects, and peer coaching to build experience and skills. • Integrate readiness tools. Provide feedback tools and assessments to help staff prepare for promotion. • Deliver inclusive leadership training. Train leaders in inclusive practices, coaching, and talent development. • Create career development Hub. Build an online platform with tools and resources for career growth.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Human Resources
Lead:	Manager Talent Acquisition and Development

5. Deliverables

Deliverable	Due Date
• Create and implement a formal mentorship program, which will initially include at least 25 matched participants (Q4). • Identify leadership and specialist roles, including required competencies, for succession planning (Q4)	End of 2026 – Program Development 2028 End of 2026
• Expand the Brock Strategic Executive Leadership Certificate Program for aspiring sergeants, staff sergeants, and civilian managers (Q1) • Expand program to areas such as Communications, Courts and Prisoner Management and Records where new members frequently enter the Service (Q4). • Publish career pathway maps for at least 5 key uniform or civilian roles and make them visible to members (Q4) • Launch the full version of a digital "career development hub" with interactive tools and planning resources (Q4)	January 1, 2027, or earlier 2027-2028
• Align core competencies within ePerformance to create a resource space, including training and career development tools to support self-directed development (Q1)	January 1, 2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
1. Mentorship and leadership program satisfaction score. Target: ≥80% by 2029   2. Career development hub engagement rate. Target: ≥60% of members access at least once annually by 2029   3. # of employees participating in development activities (mentorship, leadership academy, acting roles). Target: ≥30% by 2029 (uniform and civilian).   4. Achieve ≥75% satisfaction in mentorship and leadership programs based on post-program feedback, by 2029
Objective 1: Build a transparent and inclusive career development framework   • KR1: Publish career pathway maps for at least 5 roles across uniform and civilian streams   • KR2: Launch a digital Career Hub with ≥60% of staff engagement

Indicators (Measure) / Value (Target)
Objective 2: Strengthen internal talent pipelines through mentorship and leadership development • KR3: Match ≥100 members to mentors over four years • KR4: Enroll ≥120 members in Brock Strategic Executive Leadership Certificate Program by 2029 Objective 3: Implement succession plans for key leadership roles • KR5: Implement succession plans for 100% of key leadership roles by 2029

7. Resources

Resources Available
HR team and training staff
Existing development and training tools
Staff networks and affinity groups

8. NRPS Team Involved

Team
HR Unit, EDI Unit/ Committee, Civilian and Uniform Training Coordinators, Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
Police Leadership Development organizations
Post-secondary institutions (e.g., Brock University, Niagara College)
Mentorship program advisors (e.g., Canadian Centre for Diversity and Inclusion)

10. Risk Identification

Risk	Mitigation Strategy
Limited supervisor capacity to mentor staff	Build a broader mentor pool including retired members and civilian leaders; offer time

Risk	Mitigation Strategy
	recognition or scheduling accommodations for active mentors.
Perceptions of favoritism or bias in advancement	Use transparent criteria for selection, promotion, and program access; communicate processes clearly and include diverse reviewers.
Low uptake among underrepresented groups if not supported adequately	Partner with internal champions and community groups to co-design inclusive pathways; offer targeted outreach, support, and feedback channels.
Budget constraints for technology and training	Leverage internal resources and existing platforms; phase implementation and seek external grants or academic partnerships for innovation.

11. Version Control

Date Modified:	October 18, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Financial Management and Performance Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Enhance financial accountability, efficiency, and strategic resource allocation through streamlined workflows, data-informed planning, and performance monitoring.
Action Plan:	Financial Management and Performance Strategy

2. Scope

This strategy strengthens NRPS's financial planning and resource management by aligning budgets with service demand, performance outcomes, and strategic priorities. It introduces workload and efficiency reviews, financial automation, a Finance and Performance Dashboard, and shared-service opportunities to enhance fiscal sustainability and transparency.

3. Activities for consideration

Activity
Phase 1: Diagnostic (2026–2027)

1. Conduct comprehensive workload and efficiency reviews across all divisions to assess staffing levels, service demand, and identify under- and over-resourced units for evidence-based realignment.
2. Assess existing financial workflows to identify automation opportunities and manual processes causing inefficiencies.
3. Strengthen reserve and contingency planning by modeling funding needs for capital replacement, employee future benefits and surge staffing capacity.
4. Deploy upgraded time management software to improve scheduling accuracy, reduce administrative burden, and provide data for staffing optimization analysis.

Phase 2: Implementation (2027–2028)

5. Implement continuous performance and resource measurement using standardized KPIs to track unit effectiveness, staffing alignment, and cost efficiency.
6. Develop and launch a centralized Finance and Performance Dashboard integrating workforce data, financial metrics, and operational outputs for real-time decision-making.

Activity
7. Diversify revenue and funding sources. Expand grants, partnerships, and cost recovery models (e.g., special events policing, insurance billing, paid training). 8. Streamline financial workflows and explore shared services. Phase 3: Optimization (2028–2029) 9. Align budgeting cycles with strategic priorities by embedding workload and staffing analytics into annual planning and forecasting processes. 10. Deliver financial and performance-based management training for leaders to build capacity in data-driven budgeting, staffing optimization, and cost-control strategies. 11. Assess alternative reporting and funding models (e.g., program-based or outcomes-based reporting) to enhance transparency, grant readiness, and operational decision-making.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Director Finance and Asset Management
Lead:	Manager Finance

5. Deliverables

Deliverable	Due Date
• Upgrade the time management software (Q3)	2026
• Pilot the Finance and Performance Dashboard; begin tracking shared service opportunities and reserve contributions (Q4) • Pilot the Overtime Dashboard (Q4) • Initiate organization-wide workload and efficiency review (Q4)	2027
• Integrate all service lines into performance-based budgeting framework; complete shared service evaluation (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Performance indicators measure long-term improvements in financial efficiency, transparency, and alignment with service demand. Annual variations may result from market conditions, funding cycles, or organizational growth rather than direct performance changes.
Key Performance Indicators   • % of units assessed through workload and efficiency reviews. Target: 20% increase by 2029, over 2027 baseline.   • % of financial workflows automated. Target: ≥40% by 2027   • Annual efficiencies (e.g., operational savings, improvements) from shared services or streamlined processes. Target: ≥10% from 2026 baseline by 2029   • Year-over-year increase in reserve contributions. Target: 2% growth annually, over baseline.   • % of budget aligned with operational performance metrics. Target: ≥70% by 2029   • # of successful grant or cost recovery initiatives secured. Target: ≥10 by 2029   • % of managers trained in performance-based budgeting. Target: ≥90% by 2029, over 2026 baseline
Key Results (KR)   KR1: Complete efficiency and workload reviews for 100% of districts by Q4 2029   KR2: Increase grants and other sources of funding by 15% by 2029   KR3: Train 90% of managers in performance-based budgeting by 2029   KR4: Achieve 5% cost savings or efficiencies through different strategies (e.g., shared services and contract improvements) by 2029   KR5: Reallocate staffing in at least 80% of districts based on workload review findings by Q4 2029   KR6: Deploy an overtime dashboard by Q4 2027

7. Resources

Resources Available
• Existing ERP, HR, and BI infrastructure   • Business planning and finance staff   • Shared service agreements (if in place)

8. NRPS Team Involved

Team
Finance Unit
HR Analytics
Divisional Business Managers
IT/BI Team
Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
Region of Niagara Finance
Municipal Shared Services Office
External Auditors
SOLGEN Grants
Public Safety Grant Programs

10. Risk Identification

Risk	Mitigation Strategy
Resistance to automation or workflow changes	Provide training, demonstrate benefits, and phase implementation gradually
Difficulty identifying viable shared service partners	Begin with pilot projects and joint feasibility studies
External funding volatility (e.g., Trump's Tariffs)	Diversify revenue sources and build multi-year forecasting models
Contract negotiation complexity or *associations* constraints	Engage early with stakeholders and explore interest-based bargaining
Misalignment between budgeting reform and planning cycles	Adjust timelines or pilot new budgeting tools alongside existing structures

11. Version Control

Date Modified:	October 20, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Sustainable Infrastructure and Asset Management Plan

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Ensure NRPS infrastructure is modern, accessible, and aligned with long-term service delivery and community needs.
Action Plan:	Sustainable Infrastructure and Asset Management Plan

2. Scope

Develop and implement a multi-year infrastructure and asset strategy that advances operational effectiveness, fiscal responsibility, accessibility, and environmental sustainability. The strategy will guide investment in facilities, fleet, equipment, and technology through lifecycle-based planning, risk-based prioritization, and partners engagement. It will ensure NRPS infrastructure keeps pace with organizational growth, evolving service models, and community expectations.

3. Activities for consideration

Activity
Facilities
1. Develop and maintain a comprehensive Asset Management Plan (AMP). Track all NRPS infrastructure assets, including facilities, fleet, equipment, and technology.
2. Create a long-term Master Facility Plan. Align with projected service demands, population growth, accessibility standards, and modernization needs.
3. Conduct facility assessments and space utilization reviews.
4. Identify sustainable and alternative funding mechanisms. Explore Development Charges (DCs), grants, leasing, and co-location opportunities.
5. Implement a capital project prioritization framework. Base decisions on risk, compliance, capacity, equity, and strategic alignment.
6. Align infrastructure and capital cycles with strategic goals. Ensure long-term planning supports operational priorities and modernization efforts.
Fleet Management
7. Maintain a preventative maintenance schedule for all fleet vehicles, with automatic alerts based on mileage or usage hours.

Activity
8. Track average time-to-service and time-out-of-service for routine maintenance and repairs.   9. Digitize maintenance logs to improve accuracy, efficiency, and visibility across divisions.   10. Monitor high-frequency issues (e.g., brake wear, battery failure, tire replacement) to inform procurement and lifecycle planning.   11. Create a maintenance feedback system where frontline officers can report issues directly to mechanics through a mobile or digital platform.   12. Standardize parts inventory to reduce vehicle downtime and improve repair turnaround.   13. Conduct annual review of shop productivity, tool availability, and training needs.   QM   14. Evaluate innovative contract and procurement strategies to identify cost savings.   15. Collaborate with regional and municipal partners on cost-sharing for procurement, and facilities.   16. Develop and implement a fully automated online system for uniform requests to be delivered to the end-user   17. Annual review of all inventory PAR levels   18. Define and implement procurement controlling for all capital purchases (i.e., formal procurement process)   19. Implementation of Amazon Business service wide.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Chief / Deputy Chief Support Services
Responsible:	Director Finance
Lead:	Materials Manager

5. Deliverables

Deliverable	Due Date
• Pending results of High Visibility Analysis – Implementation of any approved changes (Q2 2026) • Publish a Master Facility Plan (Q4 2026).	2026

Deliverable	Due Date
• Conduct facility assessments and space utilization review (Q4 2026) • Implementation of Amazon Business service wide (Q2 2026) • Implement minor facility upgrades based on risk and capacity priorities (Q4 2026) • Implement a fully automated online system for uniform requests (Q4 2026)	
• Implement major facility upgrades based on risk and capacity priorities (Q4) • Review of Fleet Structure (Q4) • Continue the implementation of High Visibility Vehicles (Q4) • Implementation of procurement controls for all capital purchases (Q4)	2027
• Introduction of a comprehensive Asset Management Plan (AMP). Track all NRPS infrastructure assets, including facilities, fleet, equipment, and technology (Q4). • Continue the implementation of High Visibility Vehicles (Q4) • Implement major facility upgrades based on risk and capacity priorities (Q4)	2028
• Operationalize infrastructure dashboard; publish 10-year capital forecast • Implement major facility upgrades based on risk and capacity priorities (Q4)	2029

6. Performance Indicators

Indicators (Measure) / Value (Target)
Performance indicators are designed to measure organizational improvement in infrastructure management and sustainability. Year-to-year variations may reflect construction timelines, funding availability, or broader economic conditions.

Key Performance Indicators (KPIs):
Facilities
    • 80% of all buildings and areas have a full space review analysis (100% by Q4, 2026). Year over year, review at least 70%.
    • 100% of all requests for minor building renovations and furniture are processed through the correct channels (i.e., review and update process)

- % of assets covered under the Asset Management Plan. Target: 100% by Q4 2028

Fleet
- % of vehicles receiving preventive maintenance on schedule 95% by 2027
- % of vehicles with the new High-Visibility characteristics (30-40% per year until completion in 2029)
- Average days a vehicle is out of service for maintenance/repair. ≤ 3 days per service event
- 100% of maintenance tasks logged digitally by Q4 2026
- % of parts availability for common repairs. 90% in stock at time of service
- Mechanical work order completion rate (within 48 hours of request). 85% by 2027
- Annual review of most frequent vehicle issues completed. Conducted annually

QM
- 80% of all inventory PAR levels reviewed annually
- Reduce VISA p-Card Holders by 20% per year

Key Results (KR)
KR1: Develop and publish a full Asset Management Plan by Q4 2028
KR2: Launch an interactive infrastructure dashboard with KPIs and forecasting tools by Q4 2028

Fleet OKR
KR1: Complete 95% of preventive maintenance tasks on schedule by end of 2027
KR2: Reduce average vehicle downtime for service to 3 days or less by 2028
KR3: Transition 100% of vehicle maintenance logs to a digital tracking system by Q4 2026
KR4: Implement a cost-per-kilometre metric to monitor vehicle lifecycle efficiency by 2029

7. Resources

Resources Available
Facilities and fleet maintenance teams
Financial planning staff
Existing space data and facility records

8. NRPS Team Involved

Team
Finance Unit
Facilities and Fleet
Strategic Business Planning / Corporate Strategy and Innovation
IT
Executive Leadership Team

9. External collaborators

Organization / Entity
• Region of Niagara
• Municipal Planning Departments
• Public Works Departments

10. Risk Identification

Risk	Mitigation Strategy
Rising construction and maintenance costs	Use lifecycle costing and phased upgrades; explore cost-sharing options
Delays in Development Charges or grant approvals	Maintain backup funding streams and monitor grant cycles regularly
Urgent investment needs in aging infrastructure	Establish capital risk scoring and emergency funding protocols
Misalignment between facility plans and operational priorities	Embed operational input in capital planning and review annually
Resistance to shared or reconfigured space models	Conduct impact analysis, co-design solutions, and build stakeholder trust

11. Version Control

Date Modified:	October 20, 2025

12. Relevant Documents and Appendices

Niagara Regional Police Service
Action Plan: Training and Knowledge Exchange Strategy

1. Identification

Key Priority:	Organizational Health and Accountability
Objective:	Strengthen learning and knowledge transfer to boost readiness, leadership capacity, and community trust
Action Plan:	Training and Knowledge Exchange Strategy

2. Scope

In compliance with the Community Safety and Policing Act, develop and implement a comprehensive, tiered training and knowledge-sharing framework to enhance organizational readiness, operational consistency, and leadership capacity. The strategy supports career-stage learning, procedural refreshers, mentorship, General Order accessibility, simulation-based readiness, and technology proficiency, enabling all members to perform confidently across roles and units. The plan emphasizes both sworn and civilian development and promotes continuous learning, scenario-based growth, and equity in access.

3. Activities for consideration

Activity
• Career-stage training framework. Design and implement tiered programs tailored to each rank from recruit to executive, including leadership, ethics, and decision-making content. • Procedural justice integration module. Explore opportunities to incorporate principles of procedural justice for in-service training. Including topics such as equitable decision-making and respectful communication. • Centralized training and course portal. Redesigning the digital portal listing all training opportunities, eligibility, registration, and live updates with feedback tools. • Digital systems proficiency training. Deliver mandatory modules aligned with major technology rollouts (e.g., E-notes, DEMS, CAD, BWC) and ensure frontline readiness. • Onboarding and reintegration learning paths. Standardize onboarding and return-to-duty learning covering General Orders, tech, wellness, and safety   • Knowledge exchange hub integration.

Activity
Enhance the sharing of knowledge during transfers to enhance onboarding to a new position. For example develop an internal template that captures in more detail the responsibilities of a given position in addition to what is contained in the job description. • Learning workshops. Facilitate peer-to-peer sessions across units on topics such as de-escalation, crime trends, and major case responses. • Microlearning and scenario walkthroughs. Develop short digital videos for frontline briefings and in-field refreshers linked to operational needs.

4. Responsibility and Accountability

Responsibility and Accountability	Functional Area
Accountable:	Deputy Chief Support Services
Responsible:	Superintendent Executive Services
Lead:	Inspector Professional Development

5. Deliverables

Deliverable	Due Date
• Pilot a redesigned centralized training and knowledge portal with internal offerings (Q4)	2027
• Pilot a Knowledge exchange hub integration (Q4)	2026
• Integrate microlearning into roll-call briefings and LMS (Q4)	2028

6. Performance Indicators

Indicators (Measure) / Value (Target)
KPI • % of officers trained on procedural justice principles. Target: 90% by 2029 (Pending baseline definition) • % of new Sworn supervisors who receive training within 12 months after promotion (Target 100% of supervisors) • Training satisfaction rate (via post-course surveys) (≥85% of participants (by 2029) who said that training increased their knowledge) determine baseline in 2026.

Indicators (Measure) / Value (Target)
Key Results (KR) KR1: Deliver tiered leadership training to 25% of Sergeants and Staff Sergeants by Q4 of each year of the plan, starting in 2027. KR2: Launch re-designed training portal and achieve 90% registration usage by Q2 2026 KR3: Achieve confidence in training adequacy by 10% YOY and then 85% by Q4 2029 (survey-based).

7. Resources

Resources Available
• Training Unit (16 Instructors + 2 Sergeant + 1 S/Sergeant) • Video Unit (4 civilian members)

8. NRPS Team Involved

Team
Training Unit, Human Resources/Career development, Sworn SMEs, Digital Learning Support Team, Video Unit, Corporate Communications, Corporate Strategy and Innovation

9. External collaborators

Organization / Entity
• Canadian Police College • Ontario Police College • OPVTA • LMS - Canadian Police Knowledge Network, • Academic partners (e.g., Brock University / Leadership programs), • Community safety partners

10. Risk Identification

Risk	Mitigation Strategy
Low course uptake due to shift schedules	Offer blended/asynchronous formats and self-paced modules

Risk	Mitigation Strategy
Perceived favoritism in mentorship or training access	Use transparent registration, audit logs, and equal-opportunity processes
Knowledge gaps post-leave or promotion	Implement mandatory reintegration and promotion-based learning paths
Tech launches without readiness	Tie system go-lives to mandatory, tested training modules
Sworn officer resistance to digital learning	Use microlearning, scenario walkthroughs, and peer-led sessions

11. Version Control

Date Modified:	October 17, 2025

12. Relevant Documents and Appendices

Procedural justice:

- Jackson, J., Bradford, B., Giacomantonio, C., and Mugford, R. (2022). Developing core national indicators of public attitudes towards the police in Canada. *Policing and Society*, *33*(3), 276–295. https://doi.org/10.1080/10439463.2022.2102757
- Rodrigo Canales et al., (2025) Shaping Police Officer Mindsets and Behaviors: Experimental Evidence of Procedural Justice Training. Management Science 0(0). https://doi.org/10.1287/mnsc.2022.03243
- G. Wood,T.R. Tyler,and A.V. Papachristos, Procedural justice training reduces police use of force and complaints against officers, Proc. Natl. Acad. Sci. U.S.A. 117 (18) 9815-9821, https://doi.org/10.1073/pnas.1920671117 (2020).