NIAGARA REGIONAL POLICE SERVICE
Police Service Board Report

PUBLIC AGENDA

Subject: 2026 – 2029 Strategic Plan Progress Report

Report To: Chair and Members, Niagara Police Service Board

Report Date: 2026-06-15

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- In compliance with the Community Safety and Policing Act, 2019 (CSPA), O. Reg. 399/23, the purpose of this report is to provide a status update on the Niagara Regional Police Service's (Service's) performance measures and targets identified in the 2026–2029 Strategic Plan.
- In compliance with Section 10 of the Framework for Strategic Planning and Annual Reporting Board By-Law 535-2025, this report provides the June 2026 update for the 2026–2029 Strategic Plan.
- The attached appendix provides a comprehensive overview of progress made under the Strategic Plan for 2026.

Financial Considerations

There are no financial implications related to the recommendation contained in this report. Activities identified within the 2026–2029 Strategic Plan are supported through the approved operational budget, existing resources, and applicable provincial grants.

Analysis

The 2026–2029 Strategic Plan represents an important transition in how the Service plans, implements, monitors, and evaluates strategic priorities. Building on lessons learned from the previous Strategic Plan, the current framework places stronger emphasis on measurable outcomes, regular reporting, organizational alignment, and demonstrating value to the community and the Service.

This first reporting period, covering January to April 2026, focused primarily on implementation readiness, early-stage progress, baseline development, and the establishment of reporting structures. As this is the first update under the new Strategic Plan, many initiatives remain in the planning, development, or early implementation stages. However, important foundational work has been completed to support future reporting and evaluation.

The Service has also placed greater emphasis on distinguishing between operational outputs and strategic outcomes. Operational output remains important because they describe the activities completed, such as engagement sessions, training, enforcement initiatives, partnership meetings, technology implementation, and service delivery improvements. However, future reporting will increasingly focus on value-based outcomes, including whether those activities contribute to improved public trust, enhanced safety, reduced repeat demand, improved service delivery, stronger organizational health, and measurable community value.

The Strategic Plan is organized around the principles of alignment, integration, and value. Alignment ensures that initiatives are connected to the priorities approved by the Board. Integration supports coordination across districts, units, and business areas. Value focuses on whether the Service can demonstrate meaningful benefits for the community, members, and organizational performance.

The 2026–2029 Strategic Plan includes a clear objectives, identified responsibilities, performance measures, targets, and reporting milestones.

During the reporting period, the Service began establishing baselines and refining indicators that will support future evaluation. These include both quantitative and qualitative measures. Quantitative measures may include crime rates, calls for service, response trends, repeat demand, clearance rates, hotspot activity, patrol visibility, training completion, workforce indicators, and project milestones. Qualitative measures may include community survey results, member survey findings, consultation feedback, stakeholder input, and evidence of policy, process, or organizational change.

The development of the 2026–2029 Strategic Plan was informed by an evaluation of the previous Strategic Plan, consultation with community members and Service members, input from senior leadership, and feedback from the Board. A key lesson from the previous planning cycle was the importance of reporting progress during implementation, rather than after the plan has concluded. The introduction of regular reporting milestones is intended to strengthen transparency, accountability, and timely decision-making.

The Service will continue to assess value through both organizational and community-facing measures. This includes examining whether initiatives are improving safety in priority areas, reducing repeat calls for service, strengthening community confidence, enhancing member well-being, supporting more inclusive workplace practices, and improving the use of technology and data to support decision-making. A key example is the development of reporting tools that support internal monitoring and public transparency, this includes a public facing dashboard to ensure progress can be assessed regularly and consistently.

The following section summarizes progress under each of the five strategic priorities identified in the 2026–2029 Strategic Plan.

Community Safety:

Under Key Priority 1, the Service continued to advance a coordinated, prevention-focused approach to community safety through proactive enforcement, targeted outreach, data-driven deployment, and strengthened community partnerships. Across 1.1 – Integrated Crime Prevention and Harm Reduction Strategy and 1.2 – Neighbourhood Presence Initiative, the Service used a combination of public education, high-visibility patrols, hotspot analytics, repeat-call analysis, and neighbourhood-based initiatives to focus resources on the places, people, and issues creating the greatest risk and demand.

During the reporting period, the Service delivered a comprehensive fraud and cybercrime prevention campaign through presentations to retirement homes, community centres, newcomer agencies, schools, and public events. This work was supported by 16 targeted digital campaigns that generated 8,725 views, as well as partnerships with the Bank of Canada and the Royal Canadian Mounted Police. Operationally, community safety efforts were supported by 72 high-visibility foot patrols in downtown St. Catharines, ongoing patrol programs in Niagara Falls, the launch of a repeat offender dashboard, and pilot hotspot disruption initiatives in high-priority areas. These activities were further supported by nearly 20,000 proactive deployments, representing approximately 5,000 hours in high-need areas, as well as expanded Community-Oriented Response and Engagement patrols, Crime Prevention Through Environmental Design audits, and the launch of the Neighbourhood Watch Program.

Property crime calls for service decreased during the January to April reporting period, declining by 11.1% from 3,577 calls in 2025 to 3,180 calls in 2026. This represents 397 fewer calls compared with the same period last year. The largest reduction was in break and enters, which decreased by 25.3% compared with 2025. Robbery also declined by 24.5%, while theft and fraud showed smaller decreases of 5.7% and 4.4%, respectively. Overall, property crime calls were lower than the same period in each of the previous three years. While this is a positive trend, increases in theft and fraud during March and April show that these areas continue to require monitoring through targeted prevention, enforcement, and data-driven deployment.

The Safer Public Spaces initiative also demonstrated measurable progress. Unwanted person calls decreased by 12.9%, from 4,647 to 4,047. At the same time, drug-related calls increased by 101%, which may reflect increased proactive enforcement, intervention activity, and visibility in priority areas. Together, these results suggest that targeted patrols, analytics, prevention partnerships, and community engagement are contributing to reduced victimization, improved stability in high-volume call types, and better alignment of resources to community safety priorities.

The Service also advanced the Human Trafficking Prevention and Recovery Strategy through a survivor-centred and prevention-focused approach. Community awareness initiatives reached more than 500 residents through presentations, social media, and the development of a multi-platform campaign, including translated materials to support diverse populations. Youth prevention was strengthened through school partnerships and engagement with approximately 455 students. Internally, training for officers and civilian staff improved awareness of human trafficking indicators and supported more trauma-informed responses. These efforts were reinforced through partnerships with Victim Services, shelters, regional protocol partners, and engagement with the hotel and business sector. This work strengthens the Service's ability to identify victims earlier, improve reporting pathways, and support safer recovery.

The Service also strengthened emergency preparedness and specialized response capability through Action Plans 1.5 – Emergency Preparedness and Response Strategy and 1.6 – Specialized Emergency Management and Deployment Optimization Strategy. Key progress included the establishment of the Emergency Management and Planning Unit, advancement of standard operating procedures, risk assessments, critical infrastructure response planning, and supporting data systems. Readiness was further enhanced through Incident Command Training, multi-agency tabletop and full-scale exercises, inter-agency coordination, and modernization of specialized equipment, including drones, thermal imaging, and night vision technology. Specialized units also advanced standardized reporting and Power BI dashboards to support performance monitoring and capability reviews.

Overall, Key Priority 1 demonstrates strategic value by linking prevention, enforcement, analytics, partnerships, and preparedness to measurable community safety outcomes. The work underway is contributing to fewer property crime victims, reduced demand in key call categories, stronger public awareness, improved support for vulnerable populations, and greater readiness to respond to complex or high-risk incidents. This reflects a shift from tracking operational activity alone to demonstrating how targeted policing, prevention, and preparedness are improving safety and resilience across Niagara.

Community Trust and Engagement

Under Key Priority 2, the Service continued to strengthen community trust and engagement through youth engagement, targeted road safety enforcement, coordinated mental health and addictions response, and more accessible public communication. The work under this priority supports the broader strategic outcomes of improving public confidence, strengthening relationships with community partners, enhancing transparency, and focusing police resources on issues that matter most to the community.
Under Action Plan 2.1 – Youth Safety and Engagement Strategy, the Service has recently completed an assessment of school-based youth engagement opportunities in

collaboration with Niagara's School Board leadership, including the Niagara Catholic District School Board and the District School Board of Niagara. This work resulted in a revised approach to youth engagement that recognizes past concerns related to School Resource Officers (SRO) and shifts toward a more targeted and context-sensitive model. Rather than reintroducing SROs, the Service will leverage specialty units to deliver presentations aligned with school curricula at appropriate times. This approach supports the strategy's broader focus on prevention, trust-building, and culturally safe engagement with youth.

Between January and April 2026, combined Fatal Four road safety enforcement increased compared to the same period in 2025. The "Fatal Four" refers to the four driving behaviours most commonly associated with serious injury and fatal collisions: speeding/aggressive driving, impaired driving, distracted driving, and seatbelt-related offences.

During the first 4 months of 2026, there were 2,832 Fatal Four enforcement occurrences, including 2,658 HTA tickets and 174 impaired driving occurrences. This represents an increase of 422 occurrences, or 17.5%, compared to the 2,410 combined occurrences recorded during the same period in 2025.

The 2026 year-to-date total is also higher than the same period in 2024 by 150 occurrences (5.6%) and higher than in 2023 by 48 occurrences (1.7%). This suggests a renewed increase in enforcement activity targeting the driving behaviours that pose the greatest risk to public safety on Niagara's roads. While higher enforcement numbers do not necessarily mean that unsafe driving has increased, they do show continued police attention to the behaviours most likely to contribute to serious collisions, injuries, and fatalities. In fact, the total number of fatalities decreased from 12 in the same period in 2025 to five in 2026, representing a 58.3% decrease.

Progress under Action Plan 2.3 – Integrated Mental Health and Addictions Strategy, reflects continued strengthening of coordinated crisis response and system partnerships. Community Oriented Response (CORE), Crisis Outreach and Support Team, and Mobile Crisis Rapid Response Team (MCRRT) remain actively deployed in the community, with enhanced collaboration through Niagara Situation Tables, including the addition of a dedicated CORE representative. Ongoing outreach efforts continue in high-risk areas such as encampments and transit hubs using harm-reduction and dignity-based approaches. At the same time, development is underway for knowledge-sharing sessions between Communications, MCRRT, and dispatch to support the 911 mental health triage protocol. These efforts are occurring alongside increasing system demand, as evidenced by a year-over-year rise in mental health-related calls for service and a continued upward trend in Mental Health Act apprehensions, reinforcing the need for sustained focus on early intervention, diversion, and integrated response models.

Corporate Communications made substantial progress in advancing strategic initiatives focused on modernization, public education, and community engagement under Action

Plan 2.4 – Public Trust and Transparency Communications Strategy. Key accomplishments include significant advancement of the redesigned Service public website, and expanded multilingual content. Public education efforts were strengthened through the rollout of the 911 Awareness Campaign, helping residents better understand appropriate Service use and available alternatives. Additional work included the development of a community storytelling video series, ongoing media and crisis communication training for leadership, and a continued emphasis on inclusive, plain language, and trauma-informed communications. Major deliverables, including the website redesign and 911 awareness materials, have been completed, with crisis communication standard operating procedures currently in progress.

Diversity and Inclusion

Key Priority 3 is focused on advancing fair, inclusive, culturally responsive, and accountable policing across both the organization and the community. As this is the first reporting period under the 2026–2029 Strategic Plan, several outcome measures remain in baseline development; however, the initiatives underway are establishing the data, partnerships, and governance structures required to measure progress more directly in future updates.

During the reporting period, the Service continued to build the organizational foundations required to strengthen inclusion, member wellness, workforce equity, and community trust. A major initiative is the planned launch of the Inclusion and Member Wellness Survey in June 2026. This survey will establish baseline data on member experiences related to workplace culture, including psychological safety, respect, fairness, and wellness. The results will help the Service move beyond activity-based reporting and better understand where members feel supported, where barriers may exist, and where improvements are needed. This information will also support future decisions related to training, leadership development, recruitment, retention, wellness supports, and organizational accountability.

Another key initiative within this priority is the 2026 Community Safety Survey that will help the Service to collect feedback from people who live, work, attend school, or regularly spend time in the Niagara Region. The survey will focus on key areas related to community safety, policing, trust, police visibility, safety priorities across Niagara Region. In addition, it will establish a baseline about the quality of the service provided by the Service, feelings of safety in different places or settings, perceptions of whether community safety has changed over the past year, and views on Service visibility, fairness, procedural justice, responsiveness, and value for public funds.

The Service also continued to strengthen workforce equity and representation through expanded self-identification data collection at onboarding, outreach to diverse communities, and work to identify potential barriers in hiring, promotion, and retention. These initiatives support long-term workforce planning and will help the Service better understand whether internal systems, practices, and opportunities are equitable and reflective of the community it serves.

Externally, the Service continued to build relationships with diverse communities. In Q1 2026, the Equity Diversity and Inclusion (EDI) Unit attended 24 events across the Niagara Region, including school visits and community and religious events. The EDI Unit, CORE Unit, and Indigenous Liaison Officers also participated in two joint engagement activities, supporting coordinated relationship-building with Indigenous and diverse communities. Internally, four learning opportunities were delivered, including training events and diversity tours, helping strengthen member awareness, cultural competency, and inclusion. These activities support the longer-term outcomes of improved community trust, more culturally responsive service delivery, and stronger internal inclusion.

The Service will be advancing a community-informed approach to identity data and accountability. Work is underway to establish an internal advisory structure and develop community engagement and officer training strategies related to identity data collection. This work is foundational to the future implementation of identity data standards and will support more transparent analysis of police interactions with Indigenous and racialized communities. Although outcome data is not yet available, this initiative has significant strategic value because it will help the Service identify potential disparities, strengthen accountability, and use evidence to inform improvements in policy, training, and service delivery.

Under the Gender-Based Violence Prevention and Support Strategy, the Service continued to strengthen its prevention-focused and survivor-centred response. The Domestic Violence Unit implemented three proactive initiatives: the Wanted Party Initiative, the Compliance Check Initiative, and the Early Intervention Program. These initiatives are intended to improve offender accountability, support victim safety, and identify escalating relationships before further harm occurs. In February 2026, 31 members received specialized domestic violence training focused on investigative techniques, victim-centred response, safety planning, community resources, victim support practices, and the court process. The Service also continued to work with community and justice partners to support coordinated referrals, safety planning, risk management, and access to supports for victims and survivors.

Overall, Key Priority 3 is progressing from foundational implementation toward measurable strategic outcomes. Several key measures, including member inclusion, workforce representation, community trust, identity data accountability, and gender-based violence service outcomes, are being baselined in 2026. These initiatives are directly connected to longer-term outcomes: a more inclusive workplace, stronger relationships with diverse communities, more transparent and accountable policing, improved victim safety, and more coordinated support for survivors of gender-based violence.

Modernization and Innovation

Key Priority 4 is focused on modernizing the Service's systems, technology, infrastructure, governance, and decision-making processes to improve operational effectiveness, transparency, frontline efficiency, cybersecurity resilience, and long-term organizational sustainability. The work under this priority demonstrates that modernization is not only about acquiring new technology; it is about improving how the Service uses data, redesigns workflows, protects information, supports frontline members, and strengthens public accountability.

During the reporting period, the Service continued to move modernization from planning to implementation. The Hotspot Mapping project was fully implemented in February 2026, and several operational dashboards were developed or enhanced to support frontline members, supervisors, and executive leadership. These include dashboards for hotspot policing, offender management, duty logs, calls for service, Provincial Offence Notices, and fraud. These tools improve access to operational information, strengthen situational awareness, and support more evidence-informed deployment and decision-making.

The Service also completed two departmental workload assessments for the 911 Communications Centre and the Records and Information Management Unit. These reviews help identify process gaps, workload pressures, redundancies, and opportunities to improve service delivery. This work reinforces the strategic value of continuous improvement by ensuring that modernization includes both technology implementation and process redesign.

A key public accountability initiative is the development of a public-facing Strategic Plan dashboard, expected to launch before the end of Q2 2026. This dashboard will allow the Board and the community to monitor progress against Strategic Plan goals and objectives, supporting greater transparency and accountability.

Several major technology modernization projects also advanced. The Board approved the purchase of the Axon Fusus platform, a major step toward establishing a Real-Time Operations Centre and a single command platform capable of integrating systems such as Computer-Aided Dispatch (CAD), Records Management System, license plate recognition, Closed-Circuit Television, drones, and other data or video sources. The eNotes project progressed through governance, configuration, pilot planning, ambassador selection, key performance indicator development, and training design. Once implemented, eNotes is expected to reduce manual documentation, improve information quality, and support more timely disclosure. Digital evidence modernization also continued through new procedures, disclosure prioritization tools, and ongoing coordination with the Crown Attorney's Office.

Emergency communications modernization also progressed through the NG9-1-1 Technology Enhancement Project. A set of new technologies to improve call handling have been implemented, such as RapidSOS, What3Words, and CAD enhancements. These improvements support better caller location information, dispatch coordination, and future performance monitoring.

Cybersecurity, cloud infrastructure, and artificial intelligence (AI) governance also advanced during the reporting period. The Service enhanced monitoring of user accounts and permissions which strengthened email and collaboration security, advanced backup modernization, and continued planning for managed 24/7 cybersecurity monitoring. Cloud and infrastructure modernization improved asset visibility, storage, recovery capacity, network resilience, external threat monitoring, and information technology (IT) service management. The Service also established an AI Governance Committee and developed supporting governance tools to ensure future AI use is assessed for privacy, human rights, accountability, transparency, and operational value before implementation.

Overall, Key Priority 4 is creating organizational value by building the digital, analytical, governance, and infrastructure foundation required for modern policing. While several outcome measures are still being baselined, early progress is evident through implemented dashboards, completed workflow reviews, NG9-1-1 implementation, digital evidence improvements, AI governance, cybersecurity enhancements, and the approval of the Axon Fusus platform. Together, these initiatives are intended to improve decision-making, reduce manual work, strengthen cyber and operational resilience, increase transparency, and support more effective deployment of resources across Niagara. A key area to monitor is organizational capacity, particularly IT capacity, given the number of concurrent modernization, integration, cybersecurity, and digital infrastructure initiatives underway.

Organizational Health and Accountability

Key Priority 5 is focused on strengthening the Service as a healthy, accountable, well-supported, and performance-driven organization. The work under this priority supports member wellness, leadership development, internal communication, career growth, financial stewardship, infrastructure planning, and training readiness. Together, these initiatives are intended to improve organizational capacity, member confidence, service reliability, and long-term sustainability.

During the reporting period, the Service advanced several initiatives to strengthen member wellness and psychological safety. The Member Support Unit updated the Critical Incident Response Team protocol, developed a draft Post-Critical Incident Response framework, advanced Peer Support Team development, delivered wellness education, and expanded early-intervention touchpoints. These efforts support a more proactive wellness model by improving the Service’s ability to respond after critical incidents, reduce stigma, and connect members to supports earlier. Continued demand for Member Support services remains an area to monitor, as high service volumes may affect the unit’s ability to maintain proactive outreach and timely response.

The Service also continued work on leadership, performance, and accountability through the PeopleSoft ePerformance module. Configuration work has begun to digitize performance appraisals across the Service, including appraisal workflows and competency alignment with organizational values, ethics, and strategic priorities. This work supports a more consistent, transparent, and accountable performance process. Longer-term targets include digital performance reviews for eligible staff, improved trust in the performance process, and increased satisfaction with feedback and performance management.

Internal communications progressed through early work on an internal communications audit, planning for intranet enhancements, and the creation of the “Strategic Plan in Action” campaign. These initiatives support stronger organizational alignment by improving how members receive information about Service priorities, wellness resources, operational updates, recognition, and organizational change. The intended outcome is a more informed and engaged workforce, supported by future measures such as intranet usage, communication satisfaction, and member feedback.

Career development and succession planning advanced through the launch of the uniform supervisor mentorship pilot. The first pilot session was held on April 8, 2026, with approximately 10 initial members, and feedback is being used to refine future sessions. This work supports a more structured approach to mentorship, leadership development, and career mobility. Future work will include expanding the program to sergeant-level development, identifying key uniform and civilian roles, and exploring a digital career development hub. These initiatives support the longer-term objective of building internal talent pipelines and improving transparency in career progression.

Financial management modernization also progressed through the MySchedule/UKG upgrade project. Between January and April 2026, the planning, design, testing, and training phases were completed, including role and access identification, system testing, employee access testing, and development of communications and training materials. This project supports more efficient time management, better workforce data, and improved administrative processes. It also provides a foundation for future financial and performance dashboards, overtime monitoring, workload and efficiency reviews, and performance-based budgeting.

The Service also advanced sustainable infrastructure and asset management. Key progress included publication of the Master Facility Plan, service-wide implementation of Amazon Business, completion of minor facility upgrades based on risk and capacity priorities, continued work on facility assessments and space utilization, and progress toward digital maintenance tracking. These initiatives support better lifecycle planning, fiscal responsibility, and operational readiness across facilities, fleet, equipment, and technology.

Training and knowledge management also advanced through an audit of the Service’s Learn training records and work to improve reporting of completed online training into

PeopleSoft. This supports better compliance tracking, training accountability, and future workforce development planning. While system compatibility and staffing capacity remain areas to monitor, improved training records will help the Service better assess training completion, identify gaps, and support future learning needs across sworn and civilian roles.

Overall, Key Priority 5 creates organizational value by strengthening the internal systems that support members and enable effective service delivery. Early progress is evident through wellness protocol development, peer support planning, digital performance appraisal configuration, internal communications modernization, mentorship programming, time management system upgrades, facility and asset planning, and training record improvements. While several outcome measures are still being baselined, these initiatives are building the foundation for a healthier, more accountable, better trained, and more sustainable organization.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of the Board By-Laws and to maintain compliance with Adequate and Effective Policing requirements.

Relevant Policy Considerations

- Board By-Law 535-2025 – A By-Law Respecting the Framework for Strategic Planning and Annual Reporting
- Section 12 of O. Reg 399/23 (the Service's Annual Report obligation)
- CSPA, Section 10

Other Pertinent Reports

8.1-2021.11.25 – 2022-2025 Strategic Plan – Niagara Regional Police Service

8.3-2023.07.27 – 2022-2025 Strategic Plan – Status Update

8.4-2024.03.28 – 2022-2025 Strategic Plan – Status Update

8.5-2025.03.28 – 2022-2025 Strategic Plan – Status Update

8.2-2026.04.23 – Safer Public Spaces Approach to Community Safety and Open-Air Illicit Drug Use – 6-Month Update

This report was prepared by, Dr. Hector Perez, Corporate Analyst, and Rany Audeh, Director of Corporate Strategy and Innovation.

Submitted by:
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Chief of Police

Appendices

Appendix 1 – January – April 2026 Niagara Regional Police Strategic Plan Progress Report

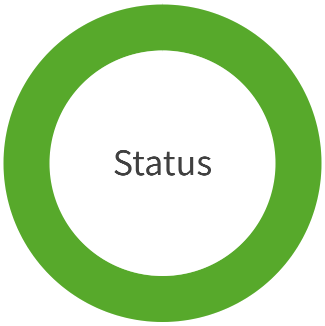
Appendix 1

January - April 2026

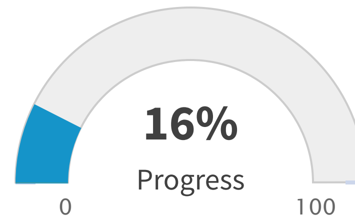
Niagara Regional Police Service Strategic Plan

5	27
Key Priority	Action

Overall Summary



	%
On Track	100



Executive Summary

This report provides the first implementation update on the Niagara Regional Police Service's 2026–2029 Strategic Plan, covering the period from January 1 to April 30, 2026. As this is the first reporting period under the new plan, many initiatives remain in the planning, implementation, or baseline development stages. However, meaningful progress has been made across all five strategic priorities to strengthen accountability, improve performance measurement, and begin shifting reporting from operational activity toward strategic outcomes and value.

Major accomplishments during this reporting period include measurable reductions in property crime and unwanted person calls, nearly 20,000 proactive deployments in high-need areas, implementation of hotspot mapping, advancement of the public-facing Strategic Plan dashboard, Police Services Board approval of the Axon Fusus platform, implementation of the new NG9-1-1 Call Handling Solution, progress on the redesigned NRPS public website and 911 Awareness Campaign, preparation for the Inclusion and Member Wellness Survey, implementation of proactive Domestic Violence Unit initiatives, completion of two departmental workflow assessments, establishment of AI governance structures, publication of the Master Facility Plan, and continued modernization of time management, digital evidence, cybersecurity, and infrastructure systems.

These accomplishments demonstrate early progress in the Service's transition toward a more integrated, evidence-informed, transparent, and outcome-focused strategic planning model. They also establish important foundations for future reporting on community safety, public trust, inclusion, modernization, organizational health, and accountability.

The 2026–2029 Strategic Plan was developed with lessons learned from the previous planning cycle, including the need for more regular reporting, clearer performance indicators, stronger alignment between actions and outcomes, and better evidence of whether initiatives are improving community safety, public trust, service delivery, organizational health, and accountability. This report therefore highlights both early accomplishments and the foundational work required to support future outcome-based reporting.

Overall, the January to April 2026 reporting period reflects early but important progress in implementing the new Strategic Plan. While several outcome measures are still being baselined, the work underway is strengthening NRPS's ability to connect operational activity to strategic value. Future reports will build on this foundation by providing clearer evidence of what changed, which initiatives are producing measurable outcomes, where adjustments are required, and how the Strategic Plan is contributing to safer communities, stronger public trust, improved inclusion, modernized service delivery, and a healthier and more accountable organization.

Key Priority 1 Progress 31%

Community Safety

Objective: 6 Action: 6

	%	#
On Track	100	6

Action 1.1.1

On Track | Progress 38%

Integrated Crime Prevention and Harm Reduction Strategy

Community Services

Checklist (Equal Weighting) : 3/8

- [x] 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
- [ ] Explore integration of national risk assessment tools to enhance crime analysis capabilities Q4 -2026
- [x] Pilot hotspot project disruption strategy in two high-priority district zones using patrol visibility and problem-solving approaches Q4 2026
- [ ] Continue the multilingual hate crime awareness campaign in collaboration with diverse community partners Q1 2027
- [ ] Initiate a crime reduction micro-strategy pilot project in a high-risk area, including focused deterrence and peer-led outreach Q2 2027
- [x] 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

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.

Responsibility and Accountability
Deputy Chief Community Services
Superintendent Community Services
Inspector 2 District

Key Performance Indicators

- 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 the 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 =

Accomplishments:

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

Cyber Crime Presentations - Reporting Period- Jan. 1 to April 30
Cyber safety checklist provided as handouts at each presentation

Presentations to Retirement homes- 6

- Elgin Falls Retirement Residence
- Anchor Point Retirement Residence
- Chapel Heights Retirement Residence
- Grand Canal Retirement Residence
- Seasons Retirement Residence- St. Catharines and Welland

Community Centres/ Libraries- 3

- Welland Community Centre
- Welland Library
- Pelham Community Centre

Newcomer Agencies- 1

- Bridges Niagara

Active Living Fair- 1

- St. Catharines Older Adults Active Living Fair

Schools- 1

- Gracefield Public School- Parent presentation

Ongoing Partnership with the Bank of Canada and the RCMP for the annual Niagara Fraud Conference.

Cyber Security tips provided to the Media Unit to push out messaging on #NRPCyber Sunday.

Graphics / Media Releases

- January 4 - AI/Deepfake, February 10 - Scam Involving Impersonation of Crown Attorney's Office
- January 11 - Cyber Security - Young People February 11 - Welland Man Arrested in Elder Fraud Investigation
- January 18 - Cyber Security - Public Wifi Total: 2
- January 25 - Cyber Security - Senior Citizens
- February 1 - Cyber Security - Spam Texts
- February 8 - Cyber Security - Social Media Safety
- February 10 - Cyber Security - Safer Internet Day
- February 12 - 1D CORE Anti-Fraud Seniors Presentation
- February 15 - Cyber Security - Romance Scams
- February 18 - Senior's Safety Seminar
- February 22 - Cyber Safety Resources
- March 1 - Fraud Prevention Month
- March 8 - Service Scams
- March 15 - Urgency Scams
- March 22 - Cyber Security - Sharing Personal Information
- April 12 - Young People - Phishing

Total: 16
Views = 8725

Fraud Unit

- 4 presentations to approximately 104 residents of Niagara
- 1 TV interview on Cogeco's seniors news and views

Pilot hotspot project disruption strategy in two high-priority district zones using patrol visibility and problem-solving approaches

- current outreach levels.
- Crime Severity Index (CSI) and Violent CSI – Maintain or reduce annually, baseline = 3-year average or provincial average.

Key Results

- 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).

During the first quarter (Jan 1-April 1) CORE in St Catharines did 72 high visibility foot patrols in the downtown area. Niagara Falls continued with their foot patrol program as well, which involves 5 locations every day.

Develop a dashboard and hotspot strategy for offences related to the sexual assault 'violent' category, focusing on repeat sexual offenders, Q4 2027

A new dashboard to identify repeat offenders was developed and launched in January 2026.

Issues, Risks, Roadblocks:

Next Steps:

- The Service will continue working on evaluating violent and property crime targeted categories month-over-month to inform patrol deployments, investigations and proactive operations.

Action 1.2.1

On Track | Progress 25%

Neighbourhood Presence Initiative

Community Services

Checklist (Equal Weighting) : 2/8

- [ ] Launch Community Safety Survey to establish baseline on trust, visibility, and safety perceptions - Q1 2026
- [x] Develop Hotspot & Repeat Call Analysis Dashboard for chronic locations and high-demand zones - Q2 2026
- [x] 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 & engagement activities - Q4 2026
- [ ] Conduct Annual Community Safety Survey to measure changes in trust & 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 & visibility score over 2026 baseline - Q4 2029

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, 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.

Responsibility and Accountability
Deputy Chief Community Services
Superintendent Community Services
Inspector 1 District

Key Performance Indicators
- 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 the 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 Offence Crime Rate. Percentage change in incidents for selected UCR

Accomplishments:

- Develop Hotspot & 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

Based on community feedback, the Hotspot Program has been launched to support crime prevention and increase safety across Niagara. A total of 19,993 proactive policing deployments, or the equivalent of almost 5,000 hours of proactive policing in distinct places that have been identified using historical data and community concerns.

- The Safer Public Spaces continues delivering results.

The Safer Public Spaces 6-month report has been presented publicly, and the matching January–April charted period shows unwanted person calls decreasing from 4,647 in 2025 to 4,047 in 2026, a reduction of 600 calls or 12.9%, while drug-related calls increased from 197 to 396, an increase of 199 calls or 101.0%, derived from the proactive work of police officers. This multidimensional collaborative approach aims to disrupt illegal drug consumption in public spaces, including parks, playgrounds, and libraries.

- A new program has been launched by NRPS. Neighbourhood Watch. A program about neighbours looking out for neighbours. https://www.niagarapolice.ca/community/neighbourhood-watch/
- In addition, high-visibility patrols have been deployed by Community-Oriented Response Officers. In this period, the Service has completed 11 Crime Prevention Through Environmental Design (CPTED) audits.

Issues, Risks, Roadblocks:

- Despite a continued influx of calls for service, NRPS has remained committed to delivering adequate and effective policing to residents and visitors of the Niagara region.

Next Steps:

- The 2026 Community Safety Survey will be launched in June 2026. This will include interactions with community members in multiple events across the Niagara region.
- NRPS will continue to monitor quantitative (e.g., crime trends, incident volumes, and calls for service) and qualitative data (e.g., the Community Safety Survey and the Businesses Survey) to inform the future direction of crime prevention and activities related to the Neighbourhood Presence Initiative.

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).

Key Results
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 offence 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).

Action 1.3.1

On Track | Progress 38%

Human Trafficking Prevention and Recovery Strategy

Community Services

Checklist (Equal Weighting) : 3/8

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

Scope

This strategy aims to prevent human trafficking through education, early identification, proactive enforcement, and survivor-centred recovery pathways. It includes a multipronged 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.

Responsibility and Accountability

Deputy Chief Community Services
Superintendent Investigative Services
Inspector Investigative Support

Key Performance Indicators

- 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

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

Accomplishments:

The Human Trafficking Unit (HTU) has continued and enhanced the awareness campaigns for community members. The campaigns have involved presentations to a variety of groups, reaching over **500 community members**. Other campaigns include social media posts and public awareness campaigns.

Activity-by-Activity Update

1. **Public Youth Awareness Campaigns**
   - During Q1 work has started on the creation and launch of a multi-platform awareness campaign in partnership with Victim Services Niagara. The campaign will include advertisements in locations including bus/shelters, large billboards in high traffic areas. Launch expected in Q2.
   - Social media posts ongoing during relevant human trafficking awareness dates (i.e. Human Trafficking Awareness Day – February 22)
   - Previously designed human trafficking awareness posters being translated into other languages to support victims/survivors and community members from non-English demographics.
2. **School-Based Prevention and Empowerment Education**
   - In Q1 the HTU began working with high school teachers and students in with their annual Film Festival competition. This year students across Niagara Region completed a school assignment to research and create an awareness video campaign about human trafficking. The HTU provided support to the students for their research. Further involvement to occur in Q2.
   - Members of the HTU provided a human trafficking awareness presentations to approximately 455 youths as detailed below:
     - 250 high school students from Laura Secord High School
     - 90 youth female cadets
     - 25 grade 7/8 students from St. Mary Catholic Elementary School
     - 90 female youths during the YWCA's annual female youth learning event
     - Other human trafficking presentations were provided to groups who work directly with youth including DSBN youth counsellors and social workers and Nova Phoenix Counselling Services.
3. **Frontline Officer and Civilian Training**
   - Human trafficking presentations and training were provided to the Domestic Violence Course (32 officers) and the CIT course (20 officers), CISO District 6 meeting (25 officers), and Communicators Training (5 civilians).
   - The training provided includes the signs of human trafficking, and how to utilize a trauma informed approach for victim/survivor engagement and investigations.
4. **Victim/Survivor Recovery and Exit Supports**
   - All activities detailed in the Strategic Plan for this action are ongoing. Partnerships with shelters, social agencies, and Anti-Human Trafficking Response Protocol members are persistent, and engagement continues to provide positive results.
5. **Hotel, Transit, and Business Sector Engagement**
   - Preparation in Q1 for a larger human trafficking awareness presentation to more than 250 hotel and business sector members. Presentation to be done in Q2.
   - In partnership with Victim Services Niagara, preparation began for the creation and launch of a multi-platform human trafficking awareness campaign. The campaign will include advertisements in locations including bus/shelters and large billboards in high traffic areas. Launch expected in Q2.
6. **Enhanced Intelligence-Led Enforcement**

- 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

- Maintained support in multi-jurisdictional investigations that included 1.5 months of full-time support from one HTU member assisting the OPP IJFS team.

7. Regional and National Coordination

- Case coordination and intelligence sharing with regional and national partners are ongoing, and daily activities within the HTU.

Deliverable-by-Deliverable (Q1)

- Deliverable 1. Continue social media content regarding public HT educational posts in coordination with Corporate Communications (Q1) – Ongoing.
- Deliverable 2. Deliver service training on human trafficking awareness to officers and civilians (Q4) – Ongoing.
- Deliverable 3. Ensure all HT Unit members are trained in trauma-informed investigative procedures (Q4) – Completed with current members in HTU. Future requirements for incoming members once identified.

Issues, Risks, Roadblocks:

One roadblock experienced in the HTU was insufficient resources to complete investigations. With one member supporting the OPP IJFS for a period diminished the HTU capacity to complete local investigations. The delay in increased staffing also contributed to this. The investigative demand has prompted the Detective Sergeant to assess resource distribution, resulting in the decision to pause human trafficking awareness presentations between June and August to allow for a focused effort on investigations. This pause detracts from the goals of the Strategic Plan, but it is imperative to provide quality policing to the currently identified victims/survivors of human trafficking requiring support.

Next Steps:

- Preplanned presentations for May will occur, and then no further presentations will occur for the remainder of Q2. The next quarter will focus on investigative requirements, including enhanced intelligence-led enforcement and multijurisdictional investigations.
- Public awareness campaigns will be distributed throughout the region, and social media campaigns will continue supporting the activities identified in the Human Trafficking Action Plans.

Action 1.4.1

On Track Progress 33%

Offender Management and Supervision Platform

Community Services

Checklist (Equal Weighting) : 3/9

- [x] Initiate MOU discussion with Probation and Parole, respecting privacy and legal frameworks - Q2 2026
- [x] Build initial core offender management platform integrating RMS, CAD, courts, parole/probation, and risk scoring tools (e.g., ODARA/CMI). - Q4 2026
- [x] Implement harm-based scoring (e.g., Cambridge Harm Index) and define typologies (e.g., chronic, youth, DV offenders). - Q4 2026
- [ ] 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 2027
- [ ] 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 2028
- [ ] Apply enhancements based on evaluations - (ongoing)
- [ ] Conduct full evaluation on reduction in harm, system usability, interagency engagement, and ethical compliance - Q2 2029

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.

Responsibility and Accountability

Deputy Chief Community Services
Superintendent Investigative Services
Inspector Investigative Support

Key Performance Indicators

- 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

- O1: Build and Scale the Platform
    - KR1: Pilot completed in 1 district by Q4 2026.

Accomplishments:

Systematic review and subsequent program change submission of the current state of the NRPS Offender Management Unit and the resources required to adequately track offenders and sustain compliance with the Sex. Offender Registry. Relationship formed with Recovery Science to monitor GPS subjects released to the Niagara Region, with information sharing, enhanced officer safety and intelligence sharing with investigative and operational units.

✓Build initial core offender management platform integrating RMS, CAD, courts, parole/probation, and risk scoring tools (e.g., ODARA/CMI). - Q4 2026

✓Initiate MOU discussion with Probation and Parole, respecting privacy and legal frameworks - Q2 2026

✓Implement harm-based scoring (e.g., Cambridge Harm Index) and define typologies (e.g., chronic, youth, DV offenders). - Q4 2026

A new High Harm Offender Management dashboard has been published and is available to investigative units. The Offender Management Dashboard provides a consolidated view of individuals who repeatedly come to police attention (i.e., criminal involvement) using legally obtained information, supporting the Strategic Plan 2026–2029 by strengthening operational awareness, risk management, and proactive decision-making. The dashboard helps users identify patterns of repeat offending, assess individuals who may pose a higher risk, review recent police interactions and custody status, and support prevention-focused policing. Legally obtained information is drawn from police records and is intended for internal planning, monitoring, and analytical purposes only; it is not predictive, does not assign intent or guilt, and should be used to support informed discussion rather than operational or investigative conclusions.

Issues, Risks, Roadblocks:

N/A

Next Steps:

Enhance and continue the Recovery Science GPS release project, initiating CAD mapping/flagging and a training bulletin for uniform patrol and communications, resulting in increased intelligence, officer safety and decreased calls from Recovery Science.

    - 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.

Action 1.5.1

On Track | Progress 50%

Emergency Preparedness and Response Strategy

Operational Services

Checklist (Equal Weighting) : 2/4

- [x] Establish EMPU; finalize standard operating procedures - Q4 2026
- [x] 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

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.

Responsibility and Accountability

Deputy Chief Operational Services
Superintendent of Emergency Services
Inspector of Emergency Operations

Key Performance Indicators

- 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

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

Accomplishments:

✓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

- The Emergency Management and Planning Unit is currently developing a critical infrastructure response plan for frontline uniformed members dispatched to incidents at CI sites.
- A CI data capture form has been submitted for approval.
- Software development meetings are scheduled with IT.
- 2 Incident Command 200 courses and 1 Incident Command 300 have been run for the NRPS.
- Air Support Unit: Civilian specialist position posted; interviews scheduled for June 9, 2026.
- Conducted and participated in multiple multi-agency exercises and operational planning sessions involving Fire, EMS, Emergency Management, RCMP/MSOC, Niagara Parks Police, CERRA, OPG, DRPS, TPS, OPP, Waterloo Regional Police, and other partners.
- Participated in the April 28 integrated air operations exercise involving RPAS and police helicopter interoperability, shared operational airspace management, and coordinated aerial response capabilities.
- Ongoing planning underway for the Transport Canada CIDRE tabletop exercise scheduled for September 21–22, 2026, in Niagara Falls, involving emergency management, critical infrastructure, and integrated response planning.
- POU has continued to develop relationships with our HUB partners and has submitted a mutual aid agreement for approval from the NRPS legal team, in line with the Inspectorate General's request to formalize the Ontario POU HUB.
- POU is in the process of recruiting up to 15 new members to sustain growth in line with partner agencies and to replace members who have moved into specialty positions or been promoted.

Issues, Risks, Roadblocks:

Critical Infrastructure meetings have commenced, and data capture can proceed, but the software design, development, and implementation are time-consuming processes.

Next Steps:

The operational deployment of software capable of tracking critical infrastructure data and providing this information to front-line members during major incidents at CI sites.

- Continue integration and operational testing of newly acquired RPAS equipment and drone-in-a-box systems.
- Continue expansion planning for DFR and Counter-UAS operational capabilities.
- Complete civilian specialist hiring process for ASU.

- 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

Action 1.6.1

On Track | Progress 0%

Specialized Emergency Management and Deployment Optimization Strategy

Operational Services

Checklist (Equal Weighting) : 0/9

[ ] Specialized Unit Capability and Utilization Review completed - 2027

[ ] Baseline ESU JOPs and deployment protocols drafted - 2027

[ ] Two multi-agency scenario exercises completed - 2027

[ ] Identify different community partners for completing additional scenario exercises - 2027

[ ] Initial equipment modernization plan implemented - 2027

[ ] 90% of specialized unit staff trained in updated JOPs - 2028

[ ] Post-incident review framework active and applied - 2028

[ ] Annual report published on readiness indicators and operational performance - 2029

[ ] Incident Command framework staffing and readiness completed - 2029

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.

Responsibility and Accountability

Deputy Chief Operational Services
Inspector of Emergency Operations
Superintendent of Emergency Services

Key Performance Indicators

- 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: Two 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

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

Accomplishments:

In Q1 2026, all Canine, ETU, EDU and Marine have moved to a common reporting procedure for operational activities (Lists). Power BI Dashboards were created for ETU and EDU. Marine/USRU already had this in place. A common method for data collection and analysis will assist with the Unit capability and utilization review

Equipment Modernization: Equipment modernization has been actioned. Purchase orders for a number of capital projects have been sent out, and units are awaiting delivery of these items. The Canine Unit has been enhancing its capabilities through new technologies (drones, thermal imagers, night vision, etc.), which will dramatically increase officer and canine safety. A number of capital projects have been identified for 2027, and the corresponding Form 3s were submitted for review. Long-term replacement strategies/schedules have been discussed.

Inter-agency training included:

1. High-angle training with Niagara Parks Police and ETU/TSG
2. -Emergency medical/trauma training with ESU and Niagara EMS with a medical professional from NHS

Inter-unit (internal to NRPS) training:

1. Night vision training with ETU/TSG/Canine
2. Training with ETU and the Mobile Surveillance Unit
3. TSG scenario-based training delivered by the ETU to exercise IC200 protocols and informal JOPs

As a highlight, Emergency Services coordinated a mock Kidnap Exercise involving ETU, Canine, Tactical Support Group (TSG), Intelligence Unit, Mobile Surveillance Unit and Negotiators. The exercise was successful and identified capability and skill gaps for follow-up.

Issues, Risks, Roadblocks:

- Issues continue to revolve around staffing and operational tempo/call volume
- Business Cases and Program Change forms were submitted to address this
- With the move to new forms of data collection, Supervisors have been encouraged to conduct regular audits to ensure accuracy of entries

Next Steps:

1. Delivery of one week of Incident Command training to newly qualified IC300 involving ETU, EDU, TSG
2. Continuation of JOP/deployment protocol formalization
3. Development of a Canine Unit BI dashboard

Objective 3. Modernize equipment and evaluate operational effectiveness

- KR5: Complete equipment modernization cycle by 2029
- KR6: Publish annual report on unit performance by the end of 2029

Key Priority 2 Progress 18%

Community Trust and Engagement

Objective: 4 Action: 4

	%	#
On Track	100	4

Action 2.1.1

On Track | Progress 20%

Youth Safety and Engagement Strategy

Community Services

Checklist (Equal Weighting) : 1/5

- [x] Assess and report on opportunities for school-based youth engagement programs - Q1 2026
- [ ] 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

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.

Responsibility and Accountability
Deputy Chief Community Services
Superintendent Community Services
Inspector 2 District

Key Performance Indicators
(Baseline will be established in 2026 for all below)

- Percentage of youth criminal violations diverted to Extra Judicial Measures (EJM). Target: Increase by 5% annually.
- Number of referrals to Extra Judicial Measures. Target: Increase year-over-year.
- Number of school-based prevention presentations initiated with District School Boards.Target: At least 2 presentation by 2028.
- Number of repeat crisis calls involving youth (mental health/substance use). Target: Reduce by 10% by 2028.
- Youth crime rate (per 100,000 youth population). Target: Reduce by 2% annually.
- Youth Citizens Police Academy participation. Target: At least 50 participants by the end of 2029.
- 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.

Accomplishments:

✓Assess and report on opportunities for school-based youth engagement programs - Q1 2026

NRPS met with DSBN management to determine the best way to engage with youth in schools while remaining mindful of past issues related to the removal of School Resource Officers. Decision made to bring in NRPS specialty units to provide presentations at an appropriate time that coincide with the curriculum.

Issues, Risks, Roadblocks:

The decision to remove School Resource Officers was a highly charged political decision that continues to impact schools today. We are working slowly with the school board to move past this and carry on with youth engagement.

Next Steps:

The Youth Citizens Police Academy will run in Q2 or Q3, depending on the availability of locations for hosting. The Youth in Policing Initiative (YIPI) is also underway and slated to start at the end of June.

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.

Action 2.2.1

On Track | Progress 0%

Road and Public Space Safety Strategy

Community Services

Checklist (Equal Weighting) : 0/4

[ ] Publish internal speed and traffic violation heatmap using PON and collision data - Q2 2026

[ ] Conduct two targeted school zone enforcement blitzes with municipal and school board partners - Q2 2026

[ ] 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

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

Responsibility and Accountability

Deputy Chief Community Services
Superintendent Community Services
S/Sgt Traffic Management and Road Safety

Key Performance Indicators

- # 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

- 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

Accomplishments:

The traffic enforcement unit (TEU) has established an enforcement calendar for the year. Each month is a new enforcement theme. The emphasis is on the fatal 4: speeding, distracted driving, seatbelts and impaired driving. Tow truck training and enforcement were provided to TEU members after complaints from the public and other tow truck operators. Planned large scale RIDE checkpoints were completed and smaller checkpoints were done by TEU and uniform members.

Issues, Risks, Roadblocks:

Staffing: Increased staffing within the Traffic Enforcement Unit (TEU) would support greater enforcement capacity, additional road safety initiatives, and increased focus on high-risk driving behaviours.

Technology: TEU members use their assigned vehicles as mobile workspaces. Reduced access to required software may require members to return to a station to complete paperwork, reducing time available for enforcement activities.

Next Steps:

Continue with the enforcement calendar. Partner with our uniformed members to assist them with increased traffic enforcement. This will increase enforcement across the region to make roads safer. TEU is working with the training unit to provide new recruits with impaired driving training. TEU are the subject matter experts, so recruits are receiving excellent training for impaired investigations.

- 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

Action 2.3.1

On Track | Progress 20%

Integrated Mental Health and Addictions Strategy

Community Services

Checklist (Equal Weighting) : 1/5

- [x] Assess demand for mobile crisis response unit, and provide analytics to assist with deployment decisions - Q3 2026
- [ ] 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

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.

Responsibility and Accountability
Deputy Chief Community Services
Inspector 2 District
Superintendent Community Services

Key Performance Indicators

- % 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.

Accomplishments:

We are developing information to provide knowledge sharing sessions between the Communications Unit and MCRRT teams along with the Situation Table team. The goal is to provide these sessions in Q3.

1. Enhanced Crisis Response and Outreach

- Continue with the deployment of public space outreach teams such as CORE, COAST and MCRRT – CORE, COAST and MCRRT continue to operate in the public space.
- Continue partnership at Niagara situation tables to bring forward situations with acutely elevated risk, including mental health and/or addiction. A full-time Situation Table representative from the CORE Unit has been identified and is now in place, greatly enhancing our partnership.
- Continue to engage encampments and transit hubs using harm-reduction and dignity-based approaches – The CORE Unit continues this vital work daily.

2. 911 Mental Health and Addictions Triage Protocol

- Continue to train dispatchers on triage criteria and referral options – Knowledge-sharing sessions are under development between MCRRT and Communications.

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter. The MCRRT program has the capacity to provide this information to Comms.

Next Steps:

Next quarter, the focus will be on developing a short presentation on the most pertinent facts for Communicators to know about mental health and addiction triage, and on what the MCRRT units can assist with.

✓Assess demand for mobile crisis response unit, and provide analytics to assist with deployment decisions - Q3 2026

Action 2.4.1

On Track | Progress 33%

Public Trust and Transparency Communications Strategy

Chief

Checklist (Equal Weighting) : 2/6

- [x] Redesigned and launch NRPS website - Q1 2026
- [x] 911 awareness materials released - Q2 2026
- [ ] Crisis communication SOPs finalized - Q4 2026
- [ ] First “Know Your Rights” campaign completed - Q3 2027
- [ ] Video storytelling series launched - Q2 2028
- [ ] Public trust survey conducted - Q1 2029

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.

Responsibility and Accountability

Chief of Police
Executive Officer Chief of Police
Corporate Communications Manager

Key Performance Indicators

- 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 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

Accomplishments:

This quarter, Corporate Communications continued advancing several key Strategic Plan initiatives focused on modernization, education, accessibility, and community engagement. Significant progress was made on the redesigned NRPS public website, including expanded multilingual content and enhanced accessibility features aligned with AODA standards. Public education efforts continued through the rollout of the 911 Awareness Campaign, helping educate residents on appropriate emergency service usage and available support options.

Additional accomplishments included development of a new community storytelling video series highlighting officers and community partnerships, and continued media and crisis communication training for Command Officers and supervisors. The Service also maintained a strong focus on inclusive and accessible communications by continuing to apply plain language standards, trauma-informed approaches, and culturally responsive messaging across public-facing content.

Activity-by-Activity Update

1. Digital Modernization

Continued development and launch of the redesigned NRPS public website, including expanded multilingual content and improved accessibility features aligned with AODA standards.

2. Public Education Campaigns

Continued rollout of the 911 Awareness Campaign to educate the public on appropriate emergency usage, what callers can expect during interactions with dispatchers, and alternative reporting or support options available within the community.

3. NRPS Citizens Police Academy

Expansion in progress for promotion and recruitment efforts for the NRPS Citizens Police Academy to increase community participation and public understanding of policing operations.

4. Community Storytelling and Advisory Input

Initiated development of a community storytelling video series featuring officer profiles, community partners, and collaborative public safety initiatives to highlight the people and partnerships behind policing in Niagara.

Continued investment in communications readiness through media and crisis communication training opportunities for Command Officers and supervisors to support consistent, professional, and effective public messaging during critical incidents and community engagement activities.

5. Inclusive and Accessible Communication Tools

Continued application of Accessibility for Ontarians with Disabilities Act (AODA) requirements and plain language principles across public-facing communications and digital content.

Ongoing incorporation of cultural observances, inclusive language, and trauma-informed communication approaches into public messaging to better reflect and support the diverse communities served by NRPS.

Deliverable-by-Deliverable

Deliverable 1: Redesigned and launch NRPS website (Q1) Completed

Deliverable 2: 911 awareness materials released (Q2) Completed

Deliverable 3: Crisis Communication Standard Operating Procedures finalized (Q4) In progress

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter.

Next Steps:

Next quarter, Corporate Communications will continue advancing strengthening digital analytics, and enhancing public education initiatives such as the "Know Your Rights and Responsibilities" and 911 Awareness campaigns through videos, community outreach, and partner collaboration.

The Service will continue promoting community engagement and trust-building through expanded recruitment and storytelling efforts tied to the NRPS Citizens Police Academy, development of officer and community partner spotlight videos. Additional focus will remain on accessibility, plain language standards, trauma-informed communication practices, and continued media and crisis communication training for Command and supervisory personnel to support effective public messaging and community relations.

Key Priority 3 Progress 0%

Diversity and Inclusion

Objective: 3 | Action: 3

	%	#
On Track	100	3

Action 3.1.1

On Track | Progress 0%

Diversity and Inclusion Strategy

Chief

Checklist (Equal Weighting) : 0/15

- [ ] Explore options for additional training modules, co-developed cultural safety, and reconciliation with Indigenous, faith-based partners and diverse groups. - 2026
- [ ] Enhance the liaison officers' program across NRPS. - 2026
- [ ] Complete a baseline and an organizational audit to determine disproportionalities in police interactions with members of racialized communities - 2026
- [ ] 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. - 2027
- [ ] Distribute multilingual, culturally relevant resources on services, rights, and complaint processes. - 2027
- [ ] Launch Continuous Learning Program (Lunch and Learns, Indigenous Circles, disability and faith awareness workshops). - 2027
- [ ] 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
- [ ] Publish findings from the Organizational EDI Audit and continue implementing at least three policy changes addressing systemic barriers in hiring, engagement, or operational procedures. - 2028
- [ ] Integrate accessibility standards into at least three modernization initiatives (e.g., e-Notes, digital disclosure, online reporting). - 2028
- [ ] Analyze police interactions with the public and determine the driving factors to ensure fairness and equity towards all members of the community. - 2028
- [ ] 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. - 2029
- [ ] Achieve ≥ 80% satisfaction scores among diverse groups and community partners in trust and safety surveys. - 2029
- [ ] Reach ≥ 90% compliance with AODA requirements across facilities and digital platforms. - 2029

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

Accomplishments:

Advancing Inclusion, Member Wellness, and Workforce Equity

The Service continued to strengthen its commitment to inclusion, member wellness, and organizational accountability by developing a more comprehensive data collection and engagement strategy. In June, the Service will launch its **Inclusion and Member Wellness Survey**, which will give members an opportunity to share their experiences regarding workplace culture, inclusion, psychological safety, respect, fairness, and wellness. The results will help identify organizational strengths, areas for improvement, and opportunities to better support members across the Service.

This work also supports the expansion of the Service's data collection strategy related to equity, diversity, and inclusion, including the confidential self-identification process at onboarding. These efforts will enhance workforce analytics and help inform future programs, recruitment strategies, member supports, and strategic planning.

The Service is also advancing several initiatives to strengthen inclusion across the organization, including expanded recruitment outreach to diverse communities, including Indigenous and newcomer communities; an organizational review to identify potential systemic barriers in hiring, promotion, and retention; and continued partnerships with community ambassadors and professional associations such as OWLE, ABLE, and Serving with Pride.

In addition, the Service is integrating principles from the 30Forward, which promotes the advancement and representation of women in policing. This includes identifying opportunities to support recruitment, retention, leadership development, mentorship, and recognition of members who demonstrate leadership in advancing equity and inclusion.

During Q1 2026, the Service continued to advance equity, diversity, inclusion, and cultural learning through community engagement and internal education. The EDI Unit attended 24 events across Niagara Region, including visits to elementary, secondary, and post-secondary schools, as well as community and religious events. The EDI Unit, CORE Unit, and Indigenous Liaison Officers also participated in two joint engagement activities to support relationship-building with Indigenous and diverse communities. Internally, the Service delivered four learning opportunities, including two training events and two diversity tours, helping strengthen member awareness, cultural competency, and inclusion.

During this period, there was a focus on engaging newcomers to Canada. A relationship was developed with Bridges Niagara, and several engagement sessions were held, including one focused on a group of female newcomers taking a specially designed driving class to learn about Ontario's driving laws. This class saw 20 female participants engage with CORE and EDI officers to learn the steps and expectations of a normal traffic stop.

Issues, Risks, Roadblocks:

No issues, risks or roadblocks noted.

Next Steps:

1. Finalizing the creation of a Hate Crime Liaison position within the EDI Unit.

2. Facilitate another Diversity Tour for new recruits to promote education and awareness.

3. Reprint and distribute hate crime awareness materials to newcomers and international post-secondary students.

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.

Responsibility and Accountability
Chief of Police
Deputy Chief Community Services
Superintendent Community Services

Key Performance Indicators

- % 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).

Key Results
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).
- 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.

Action 3.2.1

On Track | Progress 0%

Community-Informed Identity Data and Accountability

Chief

Checklist (Equal Weighting) : 0/13

- [ ] Design and complete community consultation sessions and co-develop a framework for identity data collection - 2026
- [ ] Develop and pilot members training on culturally safe data collection. - 2026
- [ ] 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. - 2027
- [ ] Launch a pilot program to collect Indigenous and racialized identity data in selected districts, in partnership with community representatives and advisory groups. - 2027
- [ ] Publish the first Community Representation and Identity Data Report, presenting baseline findings and recommendations for service improvement. - 2027
- [ ] Train active members on culturally safe and identity data practices. - 2027
- [ ] Conduct a pilot evaluation and prepare recommendations for future Service-wide implementation. - 2027
- [ ] Expand identity data collection service-wide. - 2028
- [ ] 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. - 2029
- [ ] Ensure ≥ 80% of community partners report satisfaction with trust, transparency, and accountability in how data is collected and used. - 2029
- [ ] Publish an annual a Community Representation and Identity Data Report demonstrating service improvements informed by data. - 2029

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

Accomplishments:

In the process of organizing an internal Advisory Committee to develop the plan for community engagement and officer training.

Issues, Risks, Roadblocks:

Community engagement will assist with Service directive on how the identity data is collected from the public; police perception, self identify, combination of both.

Level of meaningful community engagement will be critical to success.

Next Steps:

Advisory Committee will be selected and meetings scheduled

Community engagement and officer training strategies in development ensure that affected communities are active partners in how identity information is collected, interpreted, and applied to strengthen equitable policing and community confidence.

Responsibility and Accountability
Chief of Police
Deputy Chief Support Services
Superintendent Operational Support and Projects

Key Performance Indicators

- % 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).

Key Results
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).

Action 3.3.1

On Track | Progress 0%

Gender-Based Violence Prevention and Support Strategy

Community Services

Checklist (Equal Weighting) : 0/7

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

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.

Responsibility and Accountability

Deputy Chief Community Services
Superintendent Investigative Services
Inspector Investigative Support

Key Performance Indicators

- 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).

Key Results

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.

Accomplishments:

The Domestic Violence Unit has successfully implemented three initiatives; Wanted Party Initiative, Compliance Check Initiative and Early Intervention Program. The DVU ran its first Ontario Police College accredited Domestic Violence Course.

Activity-by-Activity Update (if available)

1. Specialized GBV Training. In February of 2026, Detective Sergeant Skeoch of the Domestic Violence Unit provided specialized training to 31 members of the NRPS. The training included investigative techniques, a victim-centred approach, safety planning, awareness of community resources, victim support practices, and an overview of the court process to ensure a comprehensive and informed response to intimate partner violence investigation.

2. Interagency Collaboration Framework. The NRPS continues to strengthen and maintain collaborative partnerships with key community agencies and service providers, including Victim Services, High Risk Review Team, Coalition to End Violence Against Women, Domestic Violence Child Advocacy Centre, Probation and Parole, Sexual Assault Domestic Violence Unit, Victim Witness Assistance Program, Gillians Place, Family And Children Services, Birchway, and Young Women's Christian Association, to support individuals and families impacted by violence, trauma, and vulnerability. These partnerships continue to enhance coordinated referrals, collaborative safety planning, crisis intervention, risk management, and access to supports for victims and survivors. Through ongoing information sharing, joint case coordination, and the integration of community policing principles and shared case management approaches, the organization has strengthened its ability to provide timely, trauma-informed, and client-centred responses while improving overall community safety and service outcomes.

3. GBV Case Management Strategy. The NRPS continues to strengthen its collaborative case management strategy through partnerships with the Sexual Assault Domestic Violence Unit at the Niagara Health System, the Crown Attorney's Office, Niagara Detention Centre, and Probation and Parole to ensure coordinated, trauma-informed responses to gender-based violence. The service will continue to utilize the High Risk Review Team to identify high-risk and repeat offenders, supporting proactive intervention plans to reduce recidivism and enhance victim safety. Efforts remain focused on complex and repeat GBV cases while addressing systemic barriers and service gaps affecting survivor well-being. In addition, the Domestic Violence Unit has implemented an Early Intervention Program to identify individuals in escalating relationships who have not met the threshold for criminal charges, connecting them with community resources, supports, and safety planning to reduce risk and prevent future violence.

4. Survivor Support Guideline. The Domestic and Family Violence General Order outlines a comprehensive, victim-centred safety plan focused on enhancing the immediate and ongoing safety of individuals experiencing intimate partner violence. The plan addresses victim safety during violent incidents, safe departure from a residence, home security measures, and personal safety while in the community or workplace. It also includes emotional wellness supports, trauma-informed referrals, and specific safety considerations for children exposed to violence. In addition, the Niagara Regional Police Service maintains a joint protocol with the Niagara Regional Women's Shelters that outlines respective roles and responsibilities, confidentiality practices, and expectations for collaboration to ensure coordinated and consistent support for victims. Through individualized and proactive planning, the NRPS supports victims in reducing risk and accessing appropriate community resources and services.

5. Public Awareness Campaign. As part of the strategic priority to increase public awareness, members of the Niagara Regional Police Service Domestic Violence Unit delivered presentations to new recruits, Communications Unit staff, Auxiliary members, and members of the DVCAC. The presentations focused on the role of the DVU, domestic violence risk factors, victim-centred response strategies, and community resources, supporting greater awareness and enhanced collaboration in responding to gender-based violence.

6. Risk Assessment Integration.The Domestic Violence Unit advanced its risk assessment integration strategy through several proactive initiatives. The DVU launched a Wanted Persons Program to actively locate individuals with outstanding domestic violence warrants, improving offender accountability and community safety. A Compliance Check Initiative was also implemented to ensure offenders subject to court orders are meeting their conditions, increasing victim safety. In addition, the DVU introduced an Early Intervention Program to identify at-risk relationships before criminal escalation and connect individuals with community supports to help reduce future violence.

Deliverable-by-Deliverable (If update available)

- Deliverable 1: Evaluate alternative confidential reporting tools.
  Status: In Progress/Future Enhancement

The NRPS currently utilizes Crime Stoppers for alternative confidential reporting. Victim's can also utilize the SADV at the NHS for confidential reporting of intimate partner violence.

- Deliverable 2: Initiate the first GBV public awareness campaign.
  Status: Future Enhancement

This initiative has not yet commenced. This initiative will be discussed with the CEVAW committee meeting as it will require partnering agencies and collaboration.

- Deliverable 3: Report on the deployment of proactive initiatives.
  Status: Implemented

The Wanted Party, Compliance Check and Early Intervention Program have been fully implemented in the first quarter of 2026.

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter.

Next Steps:

Next quarter, the focus will be on continuing to monitor the implementation of the initiatives and continuing coordination with internal and external partners.

Key Priority 4 Progress 11%

Modernization and Innovation

Objective: 7 Action: 7

	%	#
On Track	100	7

Action 4.1.1

On Track | Progress 8%

Strategy, Innovation and Continuous Improvement

Chief

Checklist (Equal Weighting) : 1/12

- [ ] Updated corporate vision, mission, and values - 2026
- [x] Public Dashboard including the Strategic Plan progress - Q4 2026
- [ ] 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 2027
- [ ] Analytics training initiated - Q4 2027
- [ ] Findings from a workload efficiency review are published, covering response time analysis, call volume mapping and officer workload distribution data. - Q4 2027
- [ ] 5+ high-volume manual workflows are automated - Q4 2027
- [ ] The Business Analysis and Quality Improvement function is launched - Q4 2028
- [ ] 30+ staff are trained in leadership and Lean Process Improvements - Q4 2028
- [ ] Reviews are completed in 5 key areas identified by the Business Analysis and QI function - Q4 2028
- [ ] Annual strategic alignment review process embedded - Q4 2029
- [ ] A live dashboard visualizing resource allocation effectiveness, cost efficiencies and Quality Improvement project impacts is launched - Q4 2029

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.

Responsibility and Accountability

Chief of Police
Deputy Chief Support Services
Manager Corporate Strategy and Innovation

Key Performance Indicators

- % 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.

Accomplishments:

- The HotSpot Mapping project was fully implemented in February.
- Completed 2 detailed departmental workflow assessments for the 911 Communication Centre and the Records and Information Management Unit.
- A public-facing transparency portal is being developed to show the progress NRPS is making towards the Strategic Plan goals and objectives. This is expected to go live before the end of Q2 2026.
- The following dashboards have been recently developed for frontline, supervisors and executive leadership to enhance patrol visibility and understand crime trends:
  - Hotspot Policing
  - Offender Management
  - Duty Log
  - Calls for Service
  - Provincial Offence Notices
  - Fraud

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter.

Next Steps:

Continue enhancing the existing dashboards and develop more to support the frontline and the executive team. We also expect to fully launch the Public Strategic Plan Dashboard. Start developing a new corporate Vision, Mission, and Values.

- 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.

Key Results

- 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.

Action 4.2.1

On Track | Progress 0%

Smart Tech Integration Project

Chief

Checklist (Equal Weighting) : 0/7

[ ] Pilot e-Notes fully deployed to frontline - Q4 2026

[ ] Officer usability review and privacy impact assessment completed - Q4 2027

[ ] Ethical guidelines published - Q4 2027

[ ] Smart tech user feedback dashboard launched - Q4 2028

[ ] AI tagging pilot initiated - Q4 2028

[ ] Connected Officer Toolkit evaluation completed - Q4 2029

[ ] Policy enhancements implemented - Q4 2029

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.

Responsibility and Accountability

Chief of Police
Deputy Chief Support Services
Superintendent Operational Support and Projects

Key Performance Indicators

- % of frontline officers equipped with electronic notes (e-Notes) – Target: 100% deployment by Q4 2026, maintain through 2029. Baseline will be established in 2026
- % of digital evidence files shared with the Crown within required timelines – Target: ≥85% compliance by 2029. Baseline will be established in 2026
- Average officer satisfaction score on technology usability – Target: ≥80% annually by 2029. Baseline will be established in 2026
- % 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

Accomplishments:

During Q1 2026, significant progress was made across several modernization and technology-related initiatives, including the Real-Time Operations Centre, Axon Fusus, CCTV expansion, ALPR, eNotes, and Digital Evidence Management.

A key accomplishment this quarter was the Police Services Board's approval for the purchase of the Axon Fusus platform. This approval represents a major step toward establishing a single command platform to support intelligence-led policing, resource allocation, and the future integration of public safety systems, including CAD, RMS, LPR, CCTV, drones, and other video or data sources. Integration work is expected to continue through Q2 and Q3 2026.

Progress also continued on expanding NRPS CCTV coverage and strengthening coordinated safety partnerships. IT is working to identify network locations to support proposed CCTV sites in Welland. In Niagara Falls, equipment security concerns were identified at the originally proposed Queen Street camera locations, and work is underway to identify alternative installation sites. IT is also working to address firewall and access issues to allow the RTOC to connect with the Seaway Mall video management system.

For ALPR, Q1 activities focused on planning, governance, inter-agency coordination, and provincial engagement to support data standardization. Work also progressed on data retention, interoperability, and the long-term sustainability of ALPR practices. Recent updates to e-ticketing are expected to improve the accuracy of ALPR hit statistics.

The eNotes initiative also advanced during the quarter. A CORE/Steering Committee has been established, with weekly meetings and touchpoints scheduled. The eNotes application has been configured to support NRPS requirements, the project charter has commenced, and the ambassador pilot has been refined, with ambassadors selected. Work has also begun to establish pre- and post-implementation KPIs, and NRPS has met with York Regional Police Service to review their training program and obtain training-related materials. A lesson plan and training module are currently under development, with completion targeted for Q3 2026.

The Digital Evidence Management Unit continued developing standard operating procedures in consultation with the Crown Attorney's Office, the Provincial Prosecutor's Office, and through review of best practices from police services across Ontario. These procedures include audit trails, redaction standards, and retention standards. Ongoing communication with the Crown Attorney's Office is also helping strengthen court readiness and support timelines under the Timely Disclosure Protocol. A process has been developed to prioritize Crown-requested digital evidence to help ensure disclosure obligations are met.

To support future workload analysis, new systems have been implemented using Microsoft Lists to streamline and integrate the collection of unit statistics. This data collection will support a formal workload analysis scheduled for Q1 2027.

Issues, Risks, Roadblocks:

The main issue identified this quarter relates to IT capacity. Several action plan items require IT support, and competing demands from other initiatives may affect the pace of implementation.

For CCTV expansion, equipment security concerns were identified at the originally proposed Queen Street camera locations in Niagara Falls, requiring the identification of alternative sites.

For DEMS, the primary risk is maintaining appropriate staffing levels as the volume of digital evidence continues to increase. Adequate staffing is required to ensure digital evidence can be disclosed to the Crown Attorney within established timelines.

For eNotes, an early technical issue was identified between the eNotes application and Versaterm due to NRPS configuration requirements. This issue has since been resolved, but it delayed the project by several weeks.

Across ALPR and eNotes, key risks include data accuracy, system integration complexity, privacy requirements, policy direction, evidentiary standards, and reliance on external partners.

Next Steps:

In Q2 2026, implementation of the Axon Fusus platform will begin, including integration with the Service's video management system and selected community partner agencies.

NRPS will continue expanding the CCTV network in Welland and Niagara Falls. Additional potential installations may also be explored in Port Dalhousie and on Ferry Street in Niagara Falls.

ALPR work will continue through provincial engagement, data standardization, governance development, and policy refinement. Continued attention will be given to data retention, interoperability, accuracy of ALPR hit statistics, and long-term sustainability.

The eNotes initiative will move toward controlled implementation. Next steps include continued training development, pilot planning, completion of the Privacy Impact Assessment, end-to-end setup with IT, Versaterm and DMI, integration of Versaterm API for person, vehicle and business query prefills, testing in the development environment, and CORE team testing on the application and OPS portal. Deployment to a controlled user group is currently scheduled for September 2026.

The Digital Evidence Management Unit will continue developing SOPs and strengthening disclosure processes. Next steps include identifying and training temporary civilian members to help mitigate staffing risks when unit members are on leave, and continuing work with the Crown Attorney's Office to streamline the amount and type of digital evidence required for disclosure.

Statistical data collection will continue throughout 2026 to support the formal workload analysis planned for Q1 2027.

Action 4.3.1

On Track | Progress 0%

Cybersecurity and Data Protection Strategy

Chief

Checklist (Equal Weighting) : 0/4

[ ] 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

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.

Responsibility and Accountability

Deputy Chief Support Services
Director Technology Services
IT Security and Services Manager

Key Performance Indicators

- % 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
- % 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

Accomplishments:

NRPS continues to advance its Cybersecurity and Data Protection Strategy through several key initiatives focused on identity security, infrastructure modernization, email protection, incident readiness, threat detection, and backup resiliency.

- During Q1 2026, significant progress was achieved through the implementation of enhanced monitoring of user accounts, access privileges and permission changes to improve visibility, accountability, and early detection of suspicious activity.
- Modernization of core email and access management systems, implementation of stronger email security protections, and development of foundational cyber incident response documentation.
- Implementation of enhanced email and collaboration security controls, supported by ongoing cybersecurity awareness training to help protect against phishing, malware, and other email-based threats.
- Ongoing evaluation and selection of a managed 24/7 Cybersecurity monitoring and response service, threat detection, and response capability to improve threat detection, response readiness, and overall cyber resilience.
- Continued modernization of backup and data protection capabilities to strengthen cyber resilience, improve recovery readiness, and better protect critical organizational data from ransomware or disruptive events.
- Initial cybersecurity governance and incident response documents have been developed, including plans and supporting materials that outline how the NRPS will identify, escalate, coordinate, and respond to cybersecurity incidents.

Activity-by-Activity Update (if available)

- Identity and Access Security Enhancements
  Implementation of monitoring for user accounts, access privileges, and permission changes, along with auditing and monitoring controls
- Core Messaging and Directory Modernization
  Completion of core email and access management systems. Current efforts are focused on stabilization, patching, and ensuring alignment with evolving security baselines.
- Email Security and Awareness Training
  Security awareness training campaigns have begun, with continued rollout planned to further reduce user-based risk.
- Cyber Incident Response Framework Development
  Initial documentation and governance have been developed. Next steps include validation, tabletop exercises, and formal adoption.
- Threat Monitoring and Response Capability Enhancement
  Vendor evaluations are ongoing. Assessment criteria include detection capabilities, response effectiveness, integration with existing systems, and cost/value alignment.
- Governance, Risk, and Compliance Alignment
  Work is underway to align new capabilities with cybersecurity governance frameworks and applicable compliance requirements.
- Continuous Monitoring and Improvement
  Focus remains on refining tools, enhancing visibility, and establishing metrics for ongoing security performance monitoring.
- Data Protection and Backup Modernization
- Secure cloud backup protections are in place, with further backup modernization underway to strengthen resilience, improve recovery readiness, and better protect critical organizational data from ransomware, data loss, and disruptive cyber events.

Issues, Risks, Roadblocks:

No major roadblock was identified this quarter. Areas for consideration and closer monitoring are:

- Integration complexity between new monitoring tools and existing infrastructure
- Resource and capacity considerations for ongoing monitoring and response
- Need for continued user engagement to ensure the effectiveness of awareness training
- Selection of managed 24/7 Cybersecurity monitoring and response service, threat detection, and response capability solution must balance capability, cost, and operational fit
- Ensuring incident response processes are tested and operationalized prior to a major event
- Backup modernization is progressing, with continued focus on completing the remaining infrastructure upgrades needed to strengthen resilience and recovery capability.
- Ongoing validation of recovery processes is required to ensure critical systems and data can be restored effectively following a ransomware, data loss, or disruptive cyber event.

Next Steps:

- Finalize selection and begin implementation of a managed 24/7 cybersecurity monitoring and response service to improve threat detection, response readiness, and overall cyber resilience.
- Conduct cybersecurity incident response exercises to validate response plans, roles, and decision-making processes.
- Enhance security alerting, reporting, and automation to improve visibility and response coordination.
- Expand cybersecurity awareness training and measure its effectiveness in reducing user-based risk.
- Develop cybersecurity and data protection performance metrics and reporting dashboards
- Continue alignment with recognized cybersecurity best practices, governance requirements, and applicable regulatory expectations.
- Advance the next phase of backup and data protection modernization to strengthen resilience, recovery readiness, and protection of critical organizational data.

Action 4.4.1

On Track | Progress 50%

NG9-1-1 Technology Enhancement Project

Operational Services

Checklist (Equal Weighting) : 2/4

- [x] Explore the integration of RapidSOS and What3Words with CAD - Q4 2026
- [x] 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

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.

Responsibility and Accountability
Deputy Chief Operational Services
Superintendent Operational Support and Projects
Inspector Communications

Key Performance Indicators

- % 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

Accomplishments:

The NG9-1-1 Technology Enhancement Project has been implemented and is now focused on monitoring, refinement and continuous improvement. The project supports the modernization of 9-1-1 communications through enhanced workload and performance monitoring and provides the foundation for future 9-1-1 enhancements such as enhanced location data and real-time text.

Activity-by-Activity Update (if available)

1. Enhanced caller location and emergency information. No change. Expected implementation date: 2028.
2. CAD and dispatch workflow improvements. No change.
3. Caller callback and notification support. No change to the caller callback and notification supports. No issues with respect to automatic caller callback.
4. Staff training and operational readiness. Training completed fall, 2025. Refresher training provided prior to implementation.
5. Testing, feedback, and refinement. Testing completed prior to implementation. Feedback and refinement ongoing.
6. Partner and GIS coordination. Not applicable.
7. Performance monitoring and continuous improvement. Please report any progress on this matter.

Deliverable-by-Deliverable (If update available)

- **Deliverable 1: RapidSOS and What3Words integration with CAD. Status: Completed / Ongoing Review**

The key location-support technologies have been implemented and are supporting 9-1-1 call handling and dispatch decision-making.

- **Deliverable 2: CAD enhancements and callback automation**

Status: Completed / Ongoing Review

CAD improvements and callback support have been advanced. The focus now is on reviewing user experience and identifying any workflow adjustments.

- **Deliverable 3: AI voice-to-text pilot and communications performance dashboard**

Status: In Progress / Future Enhancement

AI-enabled support and performance dashboarding remain part of the next phase of modernization. Work will focus on assessing operational value, privacy considerations, and reporting needs.

- **Deliverable 4: NG9-1-1 system audit and PSAP interoperability review**

Status: Planned

A future system audit and interoperability review will assess system performance, partner coordination, and opportunities for improvement.

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter. The new CHS was implemented on March 4, 2026, and the transition was relatively smooth. Minor issues were identified early in the implementation, including concerns related to ANI/ALI display, audible ringing, and long-distance calling functionality. At the time of this report, long-distance calling issues are believed to be resolved; however, continued monitoring will occur to ensure ongoing stability. Key areas requiring ongoing attention include system reliability, data accuracy, staff adoption, privacy compliance, vendor support, and interoperability with partner agencies.

Next Steps:

Next quarter, the focus will shift to monitoring and optimizing the implementation of the new CHS. Key priorities will include collecting staff feedback, reviewing workflow impacts, identifying and addressing any training gaps, and continuing coordination with internal and external partners. Work will also continue on future enhancements, including exploration of AI-enabled tools, dashboard reporting capabilities, and longer-term system evaluation to support ongoing operational effectiveness.

Action 4.5.1

On Track | Progress 0%

Cloud Strategy and Digital Infrastructure Modernization

Support Services

Checklist (Equal Weighting) : 0/5

[ ] Cloud governance framework completed; DEMS and readiness assessments done - Q4 2026

[ ] Establish a Cloud Cost Model (CAPX to OPX transition) - Q4 2026

[ ] Initial system migrations launched; cloud-based disaster recovery operational - Q4 2027

[ ] All priority applications transitioned; performance monitoring fully implemented - Q4 2028

[ ] Redundant backup and failover tested; 90% of core systems cloud-based - Q4 2029

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

Responsibility and Accountability

Deputy Chief Support Services
Director Technology Services
IT Security and Services Manager

Key Performance Indicators

- % 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
- Cost savings from technical infrastructure consolidation. Target: ≥20% reduction by 2029

Key Results

- 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

Accomplishments:

NRPS continues to advance its Cloud Strategy & Infrastructure Modernization Strategy through several key initiatives focused on asset visibility, infrastructure transformation, network resiliency, data protection, and proactive threat intelligence. Significant progress has been made in transitioning from legacy, siloed systems to a more centralized, scalable, and hybrid-cloud-ready environment.

- Enterprise Asset Discovery and Attack Surface Visibility - a comprehensive, agentless asset discovery capability has been implemented, enabling identification and inventory across traditional IT systems, operational technology, IoT devices, cloud environments, wireless infrastructure, and previously unmanaged or unknown assets.
- Modernization of Storage Infrastructure - deployment of a next-generation enterprise storage platform is underway, delivering high-performance, resilient, and scalable centralized storage for critical workloads.
- Enhanced Data Protection and Recovery Architecture - modernization of backup and recovery capabilities is progressing through a tiered approach combining high-speed recovery and long-term archival storage.
- Core Network Infrastructure Modernization - replacement of core network switching infrastructure at headquarters is underway, improving network performance, resiliency, and scalability.
- Proactive External Threat Monitoring and Intelligence - implementation of external threat monitoring capabilities provides visibility into exposed credentials, leaked data, and emerging threat activity.
- Modern Software-as-a-Service (SaaS) IT Service Management (ITSM) - next-generation, cloud-based platform has been implemented to replace legacy incident management systems. This modern solution introduces enhanced capabilities, including self-service with chatbot functionality, automated workflows, and improved service request handling. It supports improved service delivery efficiency, user experience, and operational visibility.

Activity-by-Activity Update (if available)

Enterprise Asset Visibility and Risk Identification

Comprehensive asset discovery is now in place across environments, with ongoing refinement and integration into other various systems.

Storage and Infrastructure Modernization

Implementation of scalable storage infrastructure is underway, including workload migration and optimization.

Backup, Recovery, and Data Lifecycle Management

Enhanced backup architecture supports rapid recovery and secure long-term retention.

Network Modernization and Core Infrastructure Upgrades

Core network replacement is progressing, improving segmentation and performance.

External Threat Monitoring and Intelligence Integration

Continuous monitoring is operational, with integration into response processes ongoing.

Cloud Enablement and Hybrid Infrastructure Alignment

Infrastructure modernization supports improved workload mobility and centralized management of NRPS assets including its data and systems

Continuous Improvement and Operational Optimization

Focus remains on improving performance, automation, and scalability.

IT Service Management Modernization

A modern (SaaS) based ITSM platform is now operational, providing improved incident management, self-service capabilities, workflow automation, and enhanced service delivery visibility.

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter. Areas for consideration and closer monitoring are:

- Integration complexity across modern and legacy systems
- Resource and capacity requirements for implementation and support
- Dependency coordination across multiple modernization streams
- Ensuring minimal disruption during infrastructure transitions
- Ongoing validation of resiliency and recovery capabilities
- Continuous adaptation to evolving cybersecurity threats

Next Steps:

- Advance Storage and Data Protection Modernization
  Complete key phases of storage platform deployment, including workload migration, performance validation, and integration with backup and recovery systems. Validate scalability, resiliency, and alignment with hybrid-cloud operational models, ensuring the environment can support future growth and evolving data protection requirements.

- Progress Core Network Infrastructure Upgrades
  Continue the phased replacement of core and edge network infrastructure at headquarters and disaster recovery sites, including validating throughput, redundancy, and failover capabilities. Implement enhanced segmentation and traffic management practices to support increased demand from cloud services, security tools, and high-bandwidth applications.
- Optimize IT Service Management (ITSM) Platform Capabilities
  Expand the use of the SaaS-based ITSM platform by refining service catalog offerings, enhancing workflow automation, and increasing adoption of self-service capabilities. Focus on improving operational efficiency, reducing manual processes, and enhancing user experience through chatbot-driven interactions and automation.
- Enhance Enterprise Asset Visibility and Risk Integration
  Further mature asset discovery capabilities by refining asset classification, identifying high-risk or unknown assets, and integrating findings into security operations and risk management workflows. Establish ongoing processes to ensure continuous visibility across hybrid and cloud environments.
- Expand External Threat Intelligence and Response Integration
  Strengthen integration between external threat monitoring capabilities and incident response processes to enable faster detection and remediation of risks such as compromised credentials or exposed data. Enhance coordination with identity and access controls to support proactive containment actions.
- Conduct Resiliency, Recovery, and Business Continuity Validation
  Execute structured testing exercises to validate backup, recovery, and failover capabilities, including ransomware recovery scenarios. Identify gaps and refine processes to ensure critical systems and data can be restored efficiently during a disruption.
- Strengthen Cloud and Hybrid Infrastructure Alignment
  Continue aligning infrastructure capabilities with cloud-first and hybrid-cloud strategy objectives, focusing on workload mobility, scalability, and centralized management. Improve readiness for future cloud service expansion and integration.
- Develop Operational Metrics and Reporting Frameworks
  Define and implement key performance indicators (KPIs) and dashboards to measure infrastructure performance, service delivery effectiveness, recovery readiness, and overall modernization progress. Use these insights to support decision-making and continuous improvement.

- Advance Automation and Operational Efficiency Initiatives
  Identify opportunities to further automate infrastructure provisioning, monitoring, and response processes across storage, network, ITSM, and security domains. Reduce administrative overhead while improving consistency, speed, and reliability of operations.

Action 4.6.1

On Track | Progress 17%

Responsible Artificial Intelligence and Machine Learning Adoption and Governance Strategy

Chief

Checklist (Equal Weighting) : 1/6

- [x] 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 - Q1 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 2027
- [ ] Embed AI in existing platform like procurement and digital policy procedures - Q4 2028
- [ ] Conduct AI/ML governance review and maturity assessment - 2029

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).

Responsibility and Accountability
Chief of Police
Director Technology Services
Manager Corporate Strategy and Innovation

Key Performance Indicators

- % 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.

Key Results

- 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.

Accomplishments:

- Established the AI Governance Committee (AIGC), including membership and Terms of Reference, to support structured review, oversight, and responsible adoption of AI Systems across the Service.
- Engaged an external academic AI expert to provide guidance on an AI adoption and governance framework, and a review of the proposed AI Systems General Order (GO), in alignment with an AI Systems responsible and ethical adoption and Governance framework.
- Developed an AI Systems governance framework to support the responsible, risk-based, and lifecycle-managed use of AI Systems across the Service. This framework includes an AI Systems GO, an AI Systems Impact Assessment Questionnaire, and governance processes for intake, assessment, approval, monitoring, reassessment, and reporting, all aligned with the Human Rights Impact Assessment for AI, both of which were developed during this quarter.
- Aligned the framework with Board By-Law, including expectations for responsible use, transparency, accountability, privacy, human rights, procurement, public reporting, and Board oversight of moderate, high, and critical-risk AI use cases.
- Identified potential AI use cases with operational value for future consideration and remain subject to formal assessment, risk classification, approval, and authorization through the established governance process before any operational use.

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter.

Next Steps:

- Continue operationalizing the AI Systems governance framework, including intake, assessment, approval, monitoring, reassessment, and reporting processes.
- Use the AI Systems Impact Assessment Questionnaire to assess candidate AI use cases and determine risk classification, required controls, approval path, and reporting obligations.
- Support Board reporting, public registry requirements, and annual reporting obligations as required under Board By-Law

Action 4.7.1

On Track Progress 0%

Custody, Transport and Digital Disclosure Modernization Strategy

Support Services

Checklist (Equal Weighting) : 0/5

[ ] Custody process map completed - 2026

[ ] 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 2027

[ ] 95% of prisoner-related disclosures on time; custody audits and Crown briefs standardized - Q4 2029

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.

Responsibility and Accountability
Deputy Chief Support Services
Superintendent Operational Support and Projects
Inspector Courts and Prisoner Management

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

Accomplishments:

- The eNotes program has been started (see Action Plan for Pillar 4.2).
- Virtual bail hearings have continued in Q1 of 2026 and will likely continue in perpetuity.
- Automation tools have been developed to allow the Digital Evidence Management Clerks to know which digital evidence must be disclosed in order to meet the established timelines.
- A process has been developed that allows digital evidence from Crown requests to be pushed to the top of the priority list in order to ensure Service disclosure obligations are met.
- There has been ongoing communication with the Crown Attorney's office to ensure disclosure completeness within established timelines.

Issues, Risks, Roadblocks:

- Challenges with respect to meeting disclosure timelines continue to be officers' failure to submit their required documents in a timely fashion. eNotes should remedy a significant portion of these.

Next Steps:

- Create a custody process map ahead of the return of Sergeants to Central Holding, including the flow of Crown Briefs.
- Continue with eNotes project (see Action Plan for Pillar 4.2)

- 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.

Key Priority 5 Progress 13%

Organizational Health and Accountability

Objective: 7 Action: 7

	%	#
On Track	100	7

Action 5.1.1

On Track | Progress 0%

Integrated Member Support and Wellness Strategy

Support Services

Checklist (Equal Weighting) : 0/11

- [ ] Develop and Deliver Mental Health Literacy Workshops - Q4 2026
- [ ] Formalize and Launch Updated CIRT Protocol - Q1 2026
- [ ] Peer Support Team Development - Q1 2026
- [ ] Implement Leadership Training Program - Q4 2026
- [ ] Family Integration Programming - Q4 2026
- [ ] Expand Accessibility of Services - Q4 2026
- [ ] Normalize Psychology in the Culture - Q1 2026
- [ ] Continue Mental Health Stigma Reduction Campaigns - Q4 2026
- [ ] Research, Evaluation and Dashboard - Q4 2026
- [ ] Launch Annual Anonymous Satisfaction Survey - Q4 2026
- [ ] Awareness Campaigns (videos, posters, digital content) to reduce stigma and promote services. - Q4 2026

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.

Responsibility and Accountability

Deputy Chief Support Services
Superintendent Executive Services
Manager Member Support Unit

Key Performance Indicators

- % 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

Key Results

- 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

Accomplishments:

During Q1, the Member Support Unit advanced several foundational initiatives aligned with the Service's strategic priorities and the evolving wellness needs of members. Work focused on strengthening critical incident response, enhancing peer-based supports, and developing a long-term strategy to normalize psychological wellness within policing culture.

Activity-by-Activity Update

- Drafted and updated CIRT Protocol. Completed a revised, trauma-informed protocol incorporating recent incident lessons and inquest findings.
- Developed Draft Post-Critical Incident Response Protocol. Created a coordinated post-incident framework using peer support, IAPRo alerts, and external providers.
- Advanced Peer Support Team Development. Defined roles, identified training needs, and began integration planning with Member Support functions.
- Delivered Training & Psychoeducation. Provided wellness presentations, safeguarding sessions, and psychological health education across units.
- Developed Psychological Wellness Normalization Strategy. Expanded early-intervention touchpoints, increased proactive outreach, and enhanced Member Support visibility.
- Gathered Program Evaluation & Feedback. Collected member feedback through reintegration, EIP contacts, and wellness programming to guide improvements.
- Performance Monitoring & Continuous Improvement. Reviewed Q1 data trends; high-volume service areas informed ongoing refinements and future planning.

Deliverable-by-Deliverable (If update available)

- Deliverable 1: Updated CIRT Protocol

Status: In Progress

Draft protocol completed with trauma-informed updates and inquest-aligned improvements.

- Deliverable 2: Post-Critical Incident Response Protocol

Status: In Progress

Draft framework developed using peer support, IAPRo alerts, and external providers.

- Deliverable 3: Peer Support Team Development

Status: In Progress

Roles defined, training needs identified, and integration planning underway.

- Deliverable 4: Training & Psychoeducation

Status: Ongoing

Delivered wellness presentations, safeguarding sessions, and psychological health education across units.

- Deliverable 5: Psychological Wellness Normalization Strategy

Status: In Development

Early-intervention touchpoints expanded; proactive outreach and Member Support visibility increased.

- Deliverable 6: Program Evaluation & Feedback

Status: Ongoing

- 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

Collected feedback through reintegration, EIP contacts, and wellness programming to guide refinements.

- Deliverable 7: Performance Monitoring & Continuous Improvement

Status: Ongoing

Reviewed Q1 data trends; high-volume areas continue to inform process improvements and staffing needs.

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter. The main areas to monitor, include high service demand, continues to place pressure on existing staff levels, limiting the Unit's ability to maintain proactive outreach and timely response. Cultural barriers remain a risk, as stigma and operational tempo may slow efforts to normalize psychological wellness and reduce engagement in training and early-intervention touchpoints. Integration of the updated CIRT and Post-Critical Incident Response protocols requires coordinated communication and training across units; inconsistent adoption may lead to uneven application during critical events. Feedback collection is ongoing, but participation varies, which may limit the ability to fully evaluate program effectiveness.

Next Steps:

Next quarter, the focus will be on strengthening implementation of the updated CIRT and Post-Critical Incident Response protocols through coordinated communication, supervisor engagement, and targeted training across units to ensure consistent application during critical events. Member Support will continue monitoring high service demand and adjust outreach strategies to maintain timely response despite staffing pressures.

Efforts to normalize psychological wellness will be expanded through increased frontline presence, enhanced psychoeducation, and initiatives aimed at reducing stigma and improving early-intervention engagement. Program evaluation will be strengthened by encouraging broader participation in feedback processes and refining data collection methods to better assess program effectiveness. These actions will support continuous improvement while addressing cultural and operational barriers identified in Q1.

Action 5.2.1

On Track | Progress 0%

Leadership and Performance Excellence Framework

Support Services

Checklist (Equal Weighting) : 0/3

[ ] 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

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.

Responsibility and Accountability
Deputy Chief Support Services
Director Human Resources
Manager Total Rewards and HR Programs

Key Performance Indicators

- % 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

- 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)

Accomplishments:

- Commenced work efforts in the PeopleSoft (HRIS) ePerformance module to digitize performance appraisals across the Service.
- Presented the project approach to the Executive Leadership team.
- Prepared configuration requirements, including appraisal workflow, job family and competency assignment aligned to organizational values, ethics and strategic priorities.

Issues, Risks, Roadblocks:

None at this time.

Next Steps:

- Perform unit testing to validate configuration, implement changes and retest requirements.
- Begin preparation for end user training and testing.
- Re-engage and/or engage Executive Leadership and required stakeholders for awareness.

Action 5.3.1

On Track | Progress 33%

Internal Communications Strategy

Chief

Checklist (Equal Weighting) : 1/3

- [x] 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

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.

Responsibility and Accountability
Chief of Police
Executive Officer Chief of Police
Corporate Communications Manager

Key Performance Indicators

- # of monthly intranet user logins. Target: 15% increase in 2027 baselines will be establish in 2026

Key Results

- Complete organization-wide internal communications audit and recommendations by Q4 2026

Accomplishments:

This quarter, progress was made toward strengthening internal communications and organizational alignment across the Service. Initial work began on the internal communications audit through identification of opportunities to gather member feedback on communication gaps, operational barriers, and information-sharing needs, while also reviewing best practices within policing and the broader public sector to support future modernization efforts. Planning discussions also advanced regarding enhancements to the NRPS intranet platform, including opportunities for more personalized content delivery and improved visibility of wellness resources, operational information, organizational updates, and member recognition initiatives.

Additional accomplishments included the creation of the “Strategic Plan in Action” campaign to support awareness and organizational alignment related to the 2026–2029 NRPS Strategic Plan. Efforts also continued to encourage staff-generated content highlighting operational successes, innovation, and community engagement, while strengthening internal messaging related to organizational change, member wellness, and strategic priorities to support transparency and member engagement.

Activity-by-Activity Update

1. Conduct internal communications audit

Began identifying opportunities to gather feedback from units regarding communication gaps, barriers, operational needs, and information-sharing priorities.

Continued review of internal communication best practices within policing and the broader public sector to support future modernization efforts.

2. Enhance internal communications platform (2026–2027)

Advanced planning discussions related to enhancements to the NRPS intranet platform, including opportunities for more personalized and role-specific content delivery.

Explored opportunities to improve visibility of wellness resources, organizational announcements, operational information, and member recognition initiatives through internal communication tools.

3. Standardize Organizational Messaging Input

Created the “Strategic Plan in Action” campaign to support awareness and organizational alignment related to the 2026–2029 NRPS Strategic Plan.

Continued efforts to encourage staff-generated content highlighting operational successes, innovation, community engagement, and member recognition across the Service.

Enhanced internal communications related to organizational change, member wellness, and strategic priorities to support transparency, engagement, and alignment with member concerns and organizational needs.

Deliverable-by-Deliverable

✓Internal communications audit completed; enhancement of the internal communications platform - 2026

Issues, Risks, Roadblocks:

No major roadblocks were identified this quarter.

Next Steps:

Next quarter, Corporate Communications will continue to enhance the NRPS intranet platform, with a focus on improving accessibility, personalization, and centralized access to organizational resources, operational updates, HR information, and wellness supports.

Additional efforts will focus on strengthening organizational alignment and member engagement through the rollout of the “Strategic Plan in Action” campaign and expanded opportunities for staff-generated content highlighting operational successes, innovation, community engagement, and member recognition. Internal communications will also continue to prioritize transparency, organizational change messaging, and wellness-focused communication aligned with member needs and concerns.

Action 5.4.1

On Track | Progress 14%

Career Mapping and Mentorship Program

Support Services

Checklist (Equal Weighting) : 1/7

- [x] Create and implement a formal mentorship program which will initially include at least 25 matched participants - Q4 2026
- [ ] Identify leadership and specialist roles, including required competencies, for succession planning - Q4 2026
- [ ] Expand the Brock Strategic Executive Leadership Certificate Program for aspiring sergeants, staff sergeants, and civilian managers - Q1 2027
- [ ] 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 2027
- [ ] Launch the full version of a digital "career development hub" with interactive tools and planning resources - Q4 2027
- [ ] Align Core Competencies within ePerformance to create a resource space, including training and career development tools to support self-directed development - Q1 2028

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.

Responsibility and Accountability
Deputy Chief Support Services
Director Human Resources
Manager Talent Acquisition and Development

Key Performance Indicators

- Mentorship and leadership program satisfaction score. Target: ≥80% by 2029
- Career development hub engagement rate. Target: ≥60% of members access at least once annually by 2029
- # of employees participating in development activities (mentorship, leadership academy, acting roles). Target: ≥30% by 2029 (uniform and civilian).
- Achieve ≥75% satisfaction in mentorship and leadership programs based on post-program feedback, by 2029

Key Results
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

Objective 2: Strengthen internal talent pipelines through mentorship and leadership development

Accomplishments:

Launch mentorship program. Offer structured mentorship with a focus on preparing the organization for the future.

January until April 2026 working group for uniform supervisor mentorship program (first version - staff sergeants) met to finalize pilot material on first pilot session, which was held on April 8, 2026, in 1D with ~10 initial members. Positive feedback was received with some identified areas for improvement. Working group is meeting now to incorporate these changes and provide another session in July 2026.

Issues, Risks, Roadblocks:

Not applicable at this time.

Next Steps:

1. Continue expansion/development of uniform supervisor mentorship program to include sergeant level
2. Begin career pathways activity planning - identifying five key uniform and civilian roles
3. Begin exploring digital career development hub possibilities

- 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

Action 5.5.1

On Track | Progress 20%

Financial Management and Performance Strategy

Support Services

Checklist (Equal Weighting) : 1/5

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

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.

Responsibility and Accountability

Deputy Chief Support Services
Director Finance and Asset Management
Manager Finance

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

- 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

Accomplishments:

During this period Finance has made significant progress on our first deliverable - Upgrade the time management software. A joint project between Finance and HR lead by the Project Coordinator is underway working alongside Niagara Region Staff to roll out the new MySchedule Upgrade - UKG. During the Period of January - April 2026, the planning, design, testing and training phase of the project has been completed. Some example tasks include:

- Identifying all positions, access and role requirements
- Testing the system function in the test environment
- Testing employee access in the test environment
- Developing all communications, training and materials related to the new system

Issues, Risks, Roadblocks:

This project is completed by staff on top of their existing workload, therefore careful balance is required. Due to some challenges identified early on, the need for project management through the Service's project coordinator was identified to ensure the project tasks were identified, assigned and followed up on regularly, and ensure NRPS project timelines were staying in line with Niagara Region's project timelines. The project coordinator was available to assist and has been incredibly helpful in keeping the project on track and ensure everyone is aware of their role and responsibilities.

We are still working out the final transfer of information and some IT issues have arose with access to the site. These are being reviewed and we are hopeful for a resolution that will not impact go live. There is some freeze periods impacting employees during the role out that we are working to ensure clear communication and minimize the impact to staff as much as possible.

Next Steps:

- Access to the production environment as of May 11th for testing and transfer of all information from Kronos to UKG (May 11th - 24th)
- Go/No-Go Decision is Schedule for May 21st, with planned go live on May 24th
- NRPS planned roll out to employees is May 25th with roll out of the mobile app on June 1st.
- At this time we are on track with planned completion by the end of Q2.

Action 5.6.1

On Track | Progress 27%

Sustainable Infrastructure and Asset Management Plan

Support Services

Checklist (Equal Weighting) : 4/15

- [ ] Pending results of High Visibility Analysis – Implementation of any approved changes - Q2 2026
- [x] Publish a Master Facility Plan - Q4 2026
- [ ] Conduct facility assessments and space utilization review - Q4 2026
- [x] Implementation of Amazon Business service wide - Q2 2026
- [x] 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 2027
- [ ] Review of Fleet Structure - Q4 2027
- [x] Continue the implementation of High Visibility Vehicles - Q4 2027
- [ ] 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 2028
- [ ] Continue the implementation of High Visibility Vehicles - Q4 2028
- [ ] Implement major facility upgrades based on risk and capacity priorities - Q4 2028
- [ ] Operationalize infrastructure dashboard; publish 10-year capital forecast - 2029
- [ ] Implement major facility upgrades based on risk and capacity priorities - Q4 2029

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.

Responsibility and Accountability

Deputy Chief Support Services
Director Finance and Asset Management
Materials Manager

Key Performance Indicators

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)

Accomplishments:

- Conduct facility assessments and space utilization review (Q4 2026) - on Track
- Implementation of Amazon Business service-wide (Q2 2026) - Successful implementation Q1 2026
- Implement minor facility upgrades based on risk and capacity priorities (Q4 2026) - On Track
- Implement a fully automated online system for uniform requests (Q4 2026) - On Track potential delays into 2027 due to PeopleSoft upgrades in August
- Pending results of High Visibility Analysis – Implementation of any approved changes (Q2 2026) - No Furthe actions required completed
- Publish a Master Facility Plan (Q4 2026). - Completed
- Conduct facility assessments and space utilization review (Q4 2026) - On Track
- Implement minor facility upgrades based on risk and capacity priorities (Q4 2026). Completed for 2026
- 100% of maintenance tasks logged digitally by Q4 2026 - On Track vis RTA Changes

Issues, Risks, Roadblocks:

PeopleSoft upgrades to delay any uniform initiatives

Next Steps:

- Continue RTA changes
- Implement 2026 Asset Management data into software.

- % 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
Key Results

- 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

Action 5.7.1

On Track | Progress 0%

Training and Knowledge Exchange Strategy

Support Services

Checklist (Equal Weighting) : 0/3

- [ ] 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

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.

Responsibility and Accountability

Deputy Chief Support Services
Superintendent Executive Services
Inspector Professional Development

Key Performance Indicators

- % 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.

Key Results

- 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).

Accomplishments:

The Training Unit completed an audit of the NRPS Learn training portal records and undertook work to ensure that all completed online training was reported in the PeopleSoft records system. The team is working toward an update to the training portal and improved data transfers for record keeping.

Issues, Risks, Roadblocks:

Compatibility issues between the NRPS Learn training portal and PeopleSoft systems hinder improved record-keeping. Staffing issues have affected timely record-keeping, except for priority records. Migrating data from the Ontario Police College Virtual Academy for record-keeping requires auditing to ensure accuracy.

Next Steps:

- Ensure accurate record keeping of online training completions is on track.
- Review NRPS Learn training portal environment capabilities and options with CPKN for customization.
- Develop satisfaction survey to be launched in Q3 at the start of Fall IST training.