



NIAGARA REGIONAL POLICE SERVICE

Police Services Board Report

PUBLIC AGENDA

Subject: 2019 - 2021 NRPS Strategic Plan Final Year Report (2021-Year 3)
Report To: Chair and Members, Niagara Police Services Board
Report Date: 2022-12-07

Recommendation(s)

That the Niagara Police Services Board accept the 2019-2021 Strategic Plan status report.

Key Facts

- The purpose of this correspondence is to provide a concluding report on the 2019-2021 Strategic Plan.
- The report demonstrates a contrast between Year 1 (2019 baseline year), Year 2 (2020), and Year 3 (2021).
- COVID-19 challenged the Service over the duration of the plan.
- Overall, the Service demonstrated its capacity to adjust to the changing environment experienced in Year 2 and Year 3.
- Appendix A provides a comprehensive and detailed overview of Year 1, Year 2, and Year 3.

Financial Considerations

Approved operational budget and provincial grants support the Plan.

Analysis

The Adequacy Standards Regulation directs the Service to provide a yearly status report on its Strategic Plan. This report details all goals, objectives, performance metrics, targets and outcomes contained in the 2019 – 2021 Strategic Plan.

In a comparison of Year 1 compared to Year 3 we see that COVID-19 had an observed impact on the Service and Board's vision that was established in 2018 when the Plan was under development. Having said that, the Service was capable of re-adjusting its strategy to reach desired results (see Appendix A for a comprehensive and detailed overview of our successes and shortcomings).

At a high level, the following highlights the 2019-2021 Strategic Plan outcomes:

- a. In Year 1, the Service completed a comprehensive data driven analysis of the workload and performance of our frontline patrol function. As a result, a report titled “Managing Patrol Performance (MPP)” was submitted to the Board in Q-2 of Year 1. The Report recommended that our frontline required 40 net new frontline uniform officers for Districts 1, 2, and 3 to meet a 7-minute response time to Priority 1 (emergency) calls for service. During 2020 budget deliberations in Q-4 the Board supported the Service and approved the new additional hires. In 2020 the Region approved the Service’s budget, including the 40 net new uniform additions. In Year 3 the Service was able to begin to hire the new 40 officers since the Police College was open for business. A follow-up of the MPP study did not occur since we did not have those officers in place until later in 2021 due to delays associated with the pandemic. During the summer of 2022 we began the process of revisiting the MPP. This should be completed in 2023.
- b. In Year 1, the RTOC moved to full-time operations, 24/7, on June 16, 2019, after hiring eight civilian crime analysts. As of the end of Year 1 the Service had a total of 30 CCTV cameras installed and operational in downtown St. Catharines and in the tourist areas of Niagara Falls. In Year 2, the Service secured additional provincial funding to purchase more cameras to address guns and gang violence in downtown St. Catharines, and in the tourist area of Niagara Falls. The impact of these cameras were not realized until Year 3 of this plan. At the end of Year 3, the Service had in excess of 60 operational closed-circuit cameras.
- c. In addition to the current cameras available to the RTOC, 32 additional cameras were purchased in Year 3 but will not be installed until 2023.
- d. In Year 1, a Diversity, Equity & Inclusion Plan was in the planning stages. The Plan was completed and adopted in Year 2. As contained in the Plan, the Service would develop a Chief’s Inclusionary Council with members in the community from diverse communities sitting on the committee. By the end of Year 3, the Service also had its internal Equity, Diversity and Inclusion Committee working toward developing programs for our members.
- e. The Service recognized, in the development of the plan that there was a value in partnering with EMS to address people in crisis and vulnerable populations. A committee of multiple partners have come together to work on a collaborative and coordinated approach to people in crisis and other vulnerable populations. These community partners included: Niagara Regional Police, EMS, CMHA-Niagara, Niagara Health System, and Welland-McMaster Family Health Centre. Currently the police operate MCRRT, with a CMHA-Niagara mental health worker riding with a patrol constable from 12:00pm-12:00am. This arrangement is funded through a Community Policing and Safety grant. EMS similarly has a mental health nurse riding with EMTs from 9:00am-9:00pm. Their arrangement is funded through funds from Welland-McMaster Family Health Centre and QUEST. These community partners are working toward finding a permanent and long-term funding source

that will enable police, EMS, and the hospitals to address people in crisis and special populations in a coordinated manner.

- f. As part of the Service's wellness initiatives, resiliency training began in Year 3. This continues to be an ongoing activity for our new recruits and members as a whole.
- g. Over the course of this 3-year cycle, the Service worked toward a reduction of non-occupational illness. Unfortunately, we are unable to determine if an impact was made. The average sick time in 2020 as compared to 2019 has decreased by 11.5%. However, due to the pandemic, alternate provisions were approved by the service to encode non-occupational lost time in relation to the pandemic as Administrative Leave. This change had a direct impact to the above noted decrease. However, sick time increased significantly in Year 3, since members were recalled from remote work back to the workplace.
- h. In Year 1, the Service worked diligently to become an internationally recognized emergency police dispatch centre. On September 30th, 2019, the Niagara Regional Police Service received its official accreditation as a centre of excellence by the International Academy of Emergency Police Dispatch. In Year 3 the Service moved to a 6 Priority Dispatch system for calls for service. This replaced the former three priority system and better reflects the work of our Communications Unit since many calls for service are for transfer calls to specialty units. This led to an increase in our overall calls for service.

For a complete accounting of our progress, see Appendix A attached.

The Service worked diligently on keeping the Strategic Plan on track in the midst of dealing with a global pandemic. Our priorities were adjusted to keep the community and our members safe during an unprecedented time in all of our lives. Overall, the Service was successful in achieving the goals of a Strategic Plan that was developed in a pre-COVID-19 period.

Alternatives Reviewed

Not applicable.

Relevant Policy Considerations

PSB By-Law 356-2015

Other Pertinent Reports

Not applicable.

This report was prepared by Paul P. Divers, Ph.D., Corporate Analyst and recommended by Bill Fordy, Deputy Chief of Police, Support Services.



Submitted by:

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Chief of Police

Appendix

Appendix A: 2019 -2021 Strategic Plan Final Status Update

APPENDIX A

2019 -2021 Strategic Plan Status Update

Goal One

Improve Public Safety

Objective 1.1: To effectively respond to calls for service. (Champion: Deputy Chief of Police, Support Services)

Performance Metric	Target	Compliance
Average response time to emergency calls for service (Priority 1).	Respond to emergency calls within 7 minutes for urban and 10 minutes for rural calls for service. Achieve 80% compliance of standard.	In Year 1 (2019) of this plan the Service completed a comprehensive data driven analysis of the workload and performance of our frontline patrol function. As a result, a report titled “Managing Patrol Performance” was submitted to the Board in Q-2 of Year 1. The Report recommended that our frontline required 40 net new frontline uniform officers for Districts 1, 2 & 3 to meet a 7-minute response time to Priority 1 (emergency) calls for service. During 2020 budget deliberations in Q-4 the Board supported the Service and approved the new additional hires. In Year 2 (2020) the Region approved the Service’s budget, including the 40 net new uniform additions. In Year 2 of the plan the Service commenced the hiring of the new additional recruit officers, in addition to replacing retirements and departures. In Q-2 of Year 3 (2021) of this plan, the remaining additional recruit officers were deployed. Currently the recruits are at the Ontario Police College (OPC). We expect to see the results of this addition by the end of 2022.

Objective 1.2: To enhance crime reduction strategies. (Champion: Superintendent, Operational Support)

Performance Metric	Target	Compliance
The development of a real time, Region wide, common operating picture (COP), to ensure situational awareness at all levels and provide real time actionable intelligence to first responders and criminal investigators.	<p>Establish a baseline of the activities of a fully operational RTOC program and the services it can provide to officers.</p> <p>Achieve a 10% increase in assistance in calls for service in Year 2.</p> <p>Achieve a further 5% increase in Year 3.</p>	<p>In Year 1 of this plan the RTOC moved to full-time operations, 24/7, on June 16, 2019, after hiring 8 civilian crime analysts. As of the end of Year 1 the Service had a total of 30 CCTV cameras installed and operational in downtown St. Catharines and in the tourist areas of Niagara Falls. In Year 1 RTOC assisted to 879 calls for service were responded to after it was operating full-time. In Year 2, the Service responded to 2,570 calls, a notable increase over the previous year. In Year 2 we also applied for additional funds from the Ministry of the Solicitor General to install an additional 12 cameras in St. Catharines and Niagara Falls. In Q-4 we were informed that our grant application was successful, and the Ministry sent the funds in Q-1, Year 3. The City of St. Catharines and Niagara Falls each contributed \$15,000.00, the Service \$60,000.00 and the Ministry \$90,000.00, for a total of \$180,000.00. By the end of 2021, the Service had over 60 cameras in use due to several grant opportunities over the 3 years. The Service purchased an additional 32 cameras toward the end of Year 3, but the cameras will be installed in 2023. In Year 3 we found a decrease in calls for service (1,822), however the number of violent calls increased by 7.0% in Year 3 compared to Year 2. This was primarily due to the economy returning to relative stability compared to the pre-pandemic period; and strangers from various walks of life interacting in public places.</p>
Expand the existing St. Catharines CCTV model to other areas of the Region	Expand the existing St. Catharines CCTV model to other areas of the Region.	<p>Expansion took place in St. Catharines and Niagara Falls in Year 2 and Year 3 for a total of 60 cameras. The Service submitted a grant application in Q-3 in Year 3 to the Ministry of the Solicitor General. Our grant application was approved, and the expansion will result in an additional 32 cameras to be installed in 2023. The Service was also awarded funds for data analytics software (Briefcam) technology. This will allow our RTOC analysts, as well as investigators, to scan all cameras simultaneously to locate an entity expeditiously.</p>

Engagement of community stakeholders to provide NRPS access to existing CCTV cameras.	Establish a baseline in Year 1 Increase engagement of community stakeholders entering into CCTV camera sharing agreements in Years 2 and 3.	Partially. We were able to find support and partner with the City of Niagara Falls which will enable us to install CCTV cameras in its tourist core. The cameras and hardware were purchased in Year 1 and was scheduled to be installed and on-line in Q-1 of Year 2 of CSP Grant. Unfortunately, with the spread of COVID-19 and current emergency measures in the province, there was a delay in the installation of the cameras. In Year 1 we had also worked on a second partnership with the Town of Niagara-on-the-Lake. After many discussions it was realized that the Towns infrastructure was so old that it would have been too cost-prohibitive for them to upgrade at this time. We are hoping that upgrades will be made in the coming years, and we can resume the establishment of this partnership. In an ongoing partnership with the City of Port Colborne we were able to leverage this relationship for us to be able to set-up a mobile CCTV system during Canal Days in the City during the summer of 2019. We will consider such a policing delivery model in the future for other major summer events across the Region. In 2021 Niagara Falls BIA and Niagara College provided the Service access to their cameras. The Service is still awaiting access to Brock University's cameras.
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Objective 1.3: To reduce crime. (Champion: Superintendent, District Operations)

Performance Metric	Target	Compliance
Violent Crime Rate	2% reduction each year	No. Year 1 had an increase of 9.3% (over 300 additional incidents). The primary drivers were sexual assault (+75 incidents), indecent/harassing communications (+213 incidents) and threats – person death/harm (+45 incidents). Year 2 we also saw an increase with 3,870 incidents compared to 3,260 in Year 1 (+17.76%). We discovered in large increases in domestic and family violence, particularly during the COVID-19 emergency order declaration under the <i>Emergency Management and Civil Protection Act</i> . Year 3 saw an additional increase in violent crimes over Year 2 (4,166 or +296 incidents) for a 7.00% increase.
Property Crime	5% reduction in property crime.	No. Year 1 saw an increase of 11.1% incidents. The primary drivers were theft under \$5,000 (+206 incidents), Shoplifting under \$5,000 (+312 incidents), Mischief (+324 incidents) and fraud – identity theft/identity fraud (+144 incidents). In Year 2 were 12,098 property crimes compared to 13,512 in Year 1. Unlike violent crimes, this was due to the COVID-19 emergency order declaration set out in the <i>Emergency</i>

		<i>Management and Civil Protection Act.</i> In Year 3 there was a 7.96 increase in property crimes over Year 2 (+200 incidents).
Number of crime prevention initiatives among our Auxiliary Officers.	Number of crime prevention initiatives among our Auxiliary Officers.	<p>In Year 1 the Auxiliary Unit fulfilled 119 tasks related to special events, crime prevention, community-oriented events, foot patrol and distributing crime prevention/investigative flyers for a total of 9,556 hours of committed service.</p> <p>In Year 1 there were 119 deployments tasks related to special events, crime prevention, community-oriented events, foot patrol and distributing crime prevention/investigative flyers, which involved 431 personnel, who completed 9,570 hours. In Year 2 there were 10 deployments, which involved 47 personnel, who completed 1,012 hours. In Year 3 there were 17 deployments which involved 54 personnel who completed 1122 hours of service.</p> <p>Due to the COVID-19 Pandemic, the Auxiliary Unit was suspended In March of 2020. A plethora of community related events had been scheduled for the Auxiliary Unit, but all had to be cancelled due to the Pandemic</p> <p>Unfortunately, the Auxiliary Unit has suffered from a significant decrease in active member retention and recruiting new applicants over the last few years. In Year 1, there were approximately 52 Auxiliary members at the end of the year (December 31, 2019). By the end of Year 2 (December 31, 2020), said number decreased to 35, which further created staffing issues, while attempting to meet some of the deployment taskings. That being said, the program was suspended in March.</p> <p>In Year 3 members reduced to 21. Again, the long-term impact of COVID-19 has resulted in a significant reduction in community events and led to the loss of our members.</p> <p>The Service is currently looking at actively recruiting new members for the new year.</p>
Public perception of uniform visibility and	Poll downtown business merchants in Year 1, 5% improvement year after year.	Our survey of the public's perception of uniform visibility and approachability we found in Year 1 that 4/5ths of respondents wanted to see more foot patrol in our major cities. St. Catharines - 82%, Niagara Falls - 85%, Welland - 83% and Thorold - 87%. In the

<p>approachability through day-to-day activities (i.e., foot and bicycle patrol and regular contact with downtown and tourist area business merchants and service providers).</p>	<p>2020 Service budget we added two constables to our authorized strength to support the community's desire for greater foot and bicycle patrols.</p> <p>In Year 2 and 3 a survey was not conducted due to the COVID-19 emergency declaration and social distancing measures in the downtown cores and the community as a whole.</p> <p>Moving forward our C.O.R.E. Unit will be able to reach out to the community and obtain their feedback.</p>
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Objective 1.4: Expand the Real Time Operations Centre (RTOC). (Champion: Superintendent, District Operations)

Performance Metric	Target	Compliance
Number of times RTOC assists and/or is used by frontline officers.	Create a baseline of RTOC usage in Year 1. A 10% increase in Year 2 for each, followed by an additional 5% increase in Year 3.	<p>Baseline was created in Year 1. As previously stated, the RTOC became fully operational following the hiring of a civilian RTOC analyst in June 2019. A total of 879 assists occurred in 2019, while 2,570 assists occurred in Year 2 (+192%). Year 3 found a drop in usage 1,822 incident assists, but as stated early, a large part of the usage was to address violent crime. In addition, in Year 3 we had large gaps in RTOC analyst coverage in the workplace due to various long-term illnesses.</p> <p>The Service is expecting to see an increase of usage in 2023 with the purchase of data analytics software that can search all cameras consecutively.</p>
Number of community stakeholders that	Year 1, five stakeholders enter into camera sharing agreements.	As previously stated, partially. We were able to find support and partner with the City of Niagara Falls which will enable us to install CCTV cameras in its tourist core. The cameras and hardware were purchased in Year 1 and was scheduled to be installed and on-line in Q-1 of Year 2 of CSP Grant. Unfortunately, with the spread of COVID-19

collaborate with the Service to provide access to existing CCTV cameras over the course of the Plan.	Year 2 and 3 an additional 10% of community stakeholders enter into CCTV camera sharing agreements.	and current emergency measures in the province, there will be a delay in the installation of the cameras. In Year 1 we had also worked on a second partnership with the Town of Niagara-on-the-Lake. After many discussions it was realized that the towns infrastructure was so old that it would have been too cost-prohibitive for them to upgrade at this time. We are hoping that upgrades will be made in the coming years, and we can resume the establishment of this partnership. Finally, in an ongoing partnership with the City of Port Colborne we were able to leverage this relationship for us to be able to set-up a mobile CCTV system during Canal Days in the city during the summer of 2019. We will consider such a policing delivery model in the future for other major summer events across the Region. Year 3 saw milestones being achieved with the Niagara Falls Business Association and Niagara College entering into agreements with the Service.
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Objective 1.5: Enhance road safety. (Champion: Superintendent, Emergency & Investigative Services)

Performance Metric	Target	Compliance
Collision fatality rate.	5% reduction each year.	No. Year 1 saw a 13.3% reduction in fatal injury collisions over 2018 (13 vs.16). Year 2 however saw a 23% increase in fatal injury collisions (16 fatalities vs 13 in Year 1). In Year 3 we found a 31.2% increase in fatal injury collisions (21) over Year 2 (16).

Objective 1.6: Enhance waterway safety. (Champion: Superintendent, Emergency & Investigative Services)

Performance Metric	Target	Compliance
Waterway safety, enforcement, and education.	Establish baseline in 2019 to determine the compliance with water safety regulations and increase compliance in 2020 and 2021.	<p>In Year 1, the Marine Unit issued 311 Offence Notices (PONs and formal Warnings). This number includes all offences that has a nexus to the water environment, i.e., Canada Shipping Act, Fish and Wildlife Conservation Act, Trespass to Property Act, and Liquor License Act.</p> <p>In Year 2, we saw an increase overall of vessel traffic and waterway related calls for service. In total, 332 PONs were issued.</p>

		In Year 3, we saw an overall increase of vessel traffic and waterway related calls for service. In total, 204 PON tickets were issued. 58 of those were charges and 148 were documented warnings. In Year 3 there was a 38.6% reduction in PONS on waters of jurisdiction compared to Year 2.
	Annual joint training exercise.	<p>During Year 1, the Marine Unit conducted joint training with Niagara Parks Police in relation to Small Vessel Operation Proficiency (SVOP) and Marine Emergency Duties A3 (MedA3). Swiftwater training was conducted with St. Catharines Fire Services. Also, an information session was conducted with Port Colborne Fire Services to provide information on the abilities and response of the Marine and USRU.</p> <p>Year 2 and 3 were challenging years due to COVID-19. Only one training presentation was scheduled for Niagara Falls Fire about unit response and abilities. Joint training was planned, however, due to COVID-19 it was cancelled.</p>

**Objective 1.7: Increase collaboration with community partners to address the harm associated to substance abuse.
(Champion: Superintendent, Emergency & Investigative Services)**

Performance Metric	Target	Compliance
Increase collaboration with community partners to address the harm associated to substance abuse.	Number of collaborative consultation and intelligence sharing with GTA police agencies about high-level dealers regarding drug traffickers.	<p>In Year 1, in consultation with our GTA partners Niagara had 17 incidents wherein persons from the GTA were arrested and charged with drug offences.</p> <p>In 2020, in collaboration with our GTA partner, 34 incidents wherein persons from the GTA were arrested and charged with drug offences.</p> <p>Consistent over the years, working with our community partners 43 incidents resulting in charges among GTA gang members occurred in Year 3.</p>

Objective 1.8: Improve outcomes for victims of intimate partner violence and their families. (Champion: Superintendent, Emergency & Investigative Services)

Performance Metric	Target	Compliance
Pursue partnerships to establish an early intervention program in response to first-time intimate partner violence.	Early intervention program established and operational.	<p>In 2019, the Domestic Violence Unit worked on enhancing collaborative partnerships and a referral process to improve access to counselling programs for victims of domestic violence, and early intervention programs for abusive partners.</p> <p>In partnership with the Crown Attorney's Office, Victim Witness Assistance Program, Design for a New Tomorrow, and the Family Counselling Centre Niagara the Service is moving toward increased participation in an early intervention program, currently offered as the Partner Assault Response (PAR), and delivered by Design for a New Tomorrow, in partnership with the Family Counselling Centre Niagara.</p> <p>In early 2020, discussions began on how to expand the scope of an early intervention program, and to streamline the referral process at the start of a criminal justice proceeding but have been delayed due to the pandemic. These discussions have recently renewed and are progressing toward an enhanced model of delivery, involving the John Howard Society.</p> <p>According to the Special Victims Unit, there was no new developments in Year 3.</p>

Objective 1.9: To create a network of justice partners in order to become more operationally efficient in the investigation of internet child exploitation and cybercrime. (Champion: Superintendent, Emergency & Investigative Services)

Performance Metric	Target	Compliance
Number of cybercrime/ internet child exploitation partnerships and networking	Increase of one partnership/networking activity in each year of the plan.	In Year 1, members of the ICE Unit delivered training sessions at the Queenston-Lewiston Bridge, Peace Bridge, and Rainbow Bridge, providing over 150 Canada Border Services Agency (CBSA) Officers training in relation to the identification and handling of child exploitation material. This training has been instrumental in the success of prosecutions involving travelers returning to Canada and has allowed

<p>activities with criminal justice partners.</p>		<p>members of the CBSA the ability to have easier access to the NRPS ICE investigators, as the knowledge in relation to Child Exploitation investigations is specialized.</p> <p>In early Year 2, additional training was delivered to CBSA, however, this outreach has been affected by the COVID-19 pandemic. The ICE Unit continues to work collaboratively with the CBSA during child exploitation investigations at the border.</p> <p>Throughout Year 1 and 2, the ICE Unit has continued to work with the National Child Exploitation Coordination Center (NCECC). NCECC refers cases to the NRPS ICE investigators reported by Internet Service Providers and Social Media platforms. The NRPS ICE Unit continues to be a member of the Ontario Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet.</p> <p>In Year 1 and 2, the NRPS ICE Unit collaborated with numerous police services across Ontario to conduct joint investigations in relation to child exploitation.</p> <p>Additionally, in Year 1 the ICE Unit partnered with the United States Federal Bureau of Investigation (FBI) to conduct a child exploitation and Internet luring investigation, which resulted in an arrest and charges brought against an accused in the Niagara Region. This collaboration has resulted in an increased exchange of information between the Service and FBI, as we continue to investigate child exploitation on the Internet.</p> <p>In Year 1, the ICE Unit expanded its public awareness efforts across the Niagara Region. Detectives partnered with Community Living agencies to educate adults and youth with intellectual disabilities, their families, and their care givers, on how to stay safe on the internet, and what to do if negative or exploitative behaviour is observed. Detectives also attended Elementary and Secondary schools to educate students on the potential risk of exploitation via the internet. Members also participated with Project Impact (Intensive Measures Police and Community Together) educating at risk youth in relation to internet safety.</p> <p>Members of the ICE Unit also began a strong relationship with the District School Board of Niagara's Parent Involvement Committee (PIC). Members attended the annual conference in 2019 and provided two sessions to over 400 attendees on the subject of internet safety.</p>
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		<p>Although this activity was decreased in 2020, due to the pandemic, the ICE Unit continued to provide outreach to community agencies virtually, where possible. The ICE Unit remains committed to making information accessible to the public. The NRPS website contains resources available to members of the community that provide helpful information on how to stay safe online.</p> <p>In the fall of Year 2, the Service entered into a contract with the OPP to provide additional staffing to ICE Unit, partially funded by a Federal grant. This grant funding was made available to address an influx of child exploitation cases referred for investigation following a multi-jurisdictional major project. This partnership has resulted in a positive increase of investigations carried out by the ICE Unit.</p> <p>In Year 1, the Cyber Crime Unit carried out a project with the Hamilton Police and Peel Police Cyber units to build a Cyber Web portal where information is shared with participating police services, in order to increase collaboration and information sharing.</p> <p>In Year 1, the Cyber Crime Unit partnered with the National Cyber Crime Coordination Center (NC3), which was established to facilitate the exchange of information by police services, on a national level.</p> <p>In Year 2, the Cyber Crime Unit continued its partnership with NC3, and has participated in a collaborative project to identify and track multi-jurisdictional crypto-currency related investigations.</p> <p>In Year 1, the Service entered into a Memorandum of Understanding with the Canadian Centre for Child Protection (C3P), which has enhanced our collaborative partnership in the delivery of public safety messaging and has improved response to missing and exploited children investigations. This enhanced partnership has also created additional opportunities for collaboration in other areas of community safety, including response to human trafficking.</p> <p>In Year 2, the pandemic restrictions have limited further enhancements of the Service's collaboration with C3P, an example of which was the cancelled Missing and Exploited</p>
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		Children Training Conference, also cancelled for 2021. However, the exchange of information and resource materials continues, largely unaffected.
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Objective 1.10: To review and revise Special Victims protocols to ensure greater inclusion of our community partners in supporting victims of crime.

Performance Metric	Target	Compliance
Number of community partners' responding to violence.	Review the Sexual Assault Response Protocol to increase at least two additional community partners. Revise protocols to increase the scope of involvement of community partners by Year 3 of this plan.	<p>In Year 1, the Niagara Region Sexual Assault Centre (CARSA) agreed to assume a leadership role by chairing the Sexual Assault Response Protocol and advisory committee, a role that has been historically fulfilled by the Service. This moved the protocol in line with accepted best practices and has helped to improve transparency. In consultation with partner agencies, and at the recommendation of the chair, the respective representatives decided that mandated agencies would maintain the current level of protocol participation and look for ways to expand advisory participation.</p> <p>In Year 1, the SAU Sergeant facilitated training for Niagara Health System nursing staff assigned to the Sexual Assault/Domestic Violence Treatment Program as Sexual Assault Nurse Examiners. The training sessions brought together investigators, Crown counsel and nurses, in an effort to increase skills in notetaking and court testimony for new staff working with sexual assault victims.</p> <p>In late Year 2, the Service entered into a Memorandum of Understanding with Niagara Region Sexual Assault Centre (CARSA), Centre de Santé Communautaire Hamilton/Niagara, Gillian's Place, and Women's Place of South Niagara to launch the Niagara Region Sexual Violence Advocate Case Review Program. This program represents a best practice and is in line with the recommendations of the Canadian Association of Chiefs of Police, and the Ontario Association of Chiefs of Police, contained in the Canadian Framework for Collaborative Police Response on Sexual Violence. The implementation of case review is planned to begin in 2021.</p> <p>The Service is involved in the Niagara Region Human Trafficking Emergency Response Protocol. In Year 1, the Human Trafficking Unit has been working with protocol partners</p>

		<p>led by YWCA Niagara to support the opening of a crisis shelter for victims of human trafficking. Protocol partners, including the YWCA Niagara, CMHA Niagara, FACS Niagara, Victim Services, and RAFT with support from others are collaborating on a situation table that would review and respond to cases of acutely elevated risk involving human trafficking victims.</p> <p>In Year 2, the Service participated in consultations with its Niagara Region Human Trafficking Emergency Response Protocol partners, as part of a project led by YWCA Niagara in partnership with the Niagara Region Community Service, to establish an emergency shelter for survivors of human trafficking. This important community project has been supporting human trafficking survivors by providing emergency shelter and access to therapeutic and skill-building programming.</p> <p>The Service received a Ministry of the Solicitor General in Year 2 and 3 to support these relationships and to assist exploited persons.</p>
Scope of involvement of community partners supporting special victims increasing the scope of their involvement, including case review and situation tables.	<p>Review of the Child Abuse Protocol for the Niagara Region with integration of the revised Child Youth and Family Services Act.</p> <p>Completion of revised protocol signed and implemented by end of 2019.</p>	<p>In Year 1, The Child Abuse Unit and FACS Niagara have presented a draft protocol for the review of the Crown Attorney's Office. Resources issues in the Crown's office have contributed to a delay in the review process.</p> <p>In Year 2, new amendments to the Child, Youth and Family Service Act came into force, necessitating a further review of the Child Abuse Protocol. Interim measures have been put into effect, to establish increased information sharing, made possible by legislative changes. These changes have improved access to records, held by FACS Niagara, relevant to investigations of historical allegations conducted by the Service. In addition to further review of the joint protocol, an overarching review of information sharing between the Service and FACS Niagara has been undertaken, and a revised protocol is nearing completion in early 2021.</p> <p>The protocol was signed in Year 3.</p>

Goal Two

Foster a Culture of Community Collaboration & Engagement

Objective 2.1: To foster continuous, collaborative engagement and dialogue with our community partners. (Champion: Superintendent, Emergency & Investigative Services)

Performance Metric	Target	Compliance
Number of special victim interagency meetings (e.g., FACS, Sexual Assault Centre, Elder Abuse Prevention Network, Youth Resources Niagara, etc.) with a police presence.	<p>Liaison Officer(s) from the Special Victims Unit will be assigned to special victims' agencies in Year 1.</p> <p>Year 2 – Assigned police at 100% of agencies requesting a police presence.</p> <p>Via a survey in Year 3, 80 % of stakeholders will express satisfaction with increased police involvement.</p>	<p>Starting in Year 1, SVU Staff Sergeant represented the Service at the Coalition to End Violence Against Women and sat on the Research and Strategy sub-committee. The SVU Staff Sergeant participated in five CEVAW meetings and four sub-committee meetings.</p> <p>In Year 1, the SVU Staff Sergeant participated in five meetings of the Niagara Region Emergency Human Trafficking Response Protocol; and four meetings as a member of the steering committee for the YWCA Niagara emergency shelter for human trafficking survivors, name "Home, to New Beginnings."</p> <p>In Year 2, the SVU Staff Sergeant participated in one Human Trafficking protocol meeting and three policy meetings as a member of the steering committee for the new YWCA Niagara emergency shelter for human trafficking survivors.</p> <p>The SVU Staff Sergeant also represented the Service on the Niagara Region Human Trafficking Emergency Response Protocol, and later as a member of the steering committee for the YWCA Niagara emergency shelter for human trafficking survivors.</p> <p>Together with a representative FACS Niagara, the SVU Staff Sergeant represented the Service as a liaison to the Kristen French Child Advocacy Centre Niagara's Board of Directors. In Year 1, the SVU Staff Sergeant participated in six KFCACN board meetings.</p>

		<p>In Year 1, the CAU Sergeant attended four Child Abuse Review Team (CART) case conferences with FACS Niagara; and facilitated two joint training sessions of FACS Niagara staff and members of the CAU.</p> <p>In Year 2, the CAU Sergeant attended one CART meeting, one joint protocol meeting, three board meetings with the Kristen French Child Advocacy Centre Niagara Board of Directors and conducted two presentations to Brock University and Niagara College students, pursuing careers in policing. Opportunities for engagement during the pandemic have been limited to individual case phone consultations.</p> <p>In Year 1, SVU Staff Sergeant participated as a member of a discussion panel during an Indigenous Anti-Human Trafficking community presentation in Fort Erie, organized by the Niagara Chapter of Native Women.</p> <p>In Year 1, SVU Staff Sergeant attended a gathering organized by the Niagara Regional Native Centre and YWCA Niagara and participated in discussions about Violence Against Women and the then newly released report on National Inquiry into Missing and Murdered Indigenous Women and Girls.</p> <p>In Year 1, with CEVAW partners, SVU Staff Sergeant attended a Human Trafficking roundtable, facilitated by FACS Niagara, with The Honourable Jill Dunlop, Associate Minister of Children and Women's Issues.</p> <p>In Year 1, SVU Staff Sergeant participated on a panel of community leaders organized by the Niagara Falls Chamber of Commerce to bring awareness of the issue of human trafficking.</p> <p>In Year 2, the SVU Staff Sergeant also facilitated consultation meetings between CEVAW agencies and the Niagara Region Community Services staff during a Community Safety and Well-Being Planning session. These contributions enhanced the creation of the Region's Community Safety and Well-Being Plan in Year 3.</p> <p>In Year 2, the SVU Staff Sergeant continued to represent the Service as a liaison to the board of directors of the Kristen French Child Advocacy Centre Niagara and attended</p>
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		one in person meeting and four virtual meetings. In Year 3 the Staff Sergeant attended two meetings as the Services liaison.
Police presence in diverse communities.	<p>Create a Community Police Diversity Advisory Committee with members from each diverse group by end of Year 1.</p> <p>80% of Committee members agree they are contributing to the betterment of the community and the Service by the end of the Plan.</p>	<p>In Year 1 of this Plan the Diversity coordinator began the process of completing the Service's Diversity, Equity & Inclusion Plan. The Plan was completed and adopted in Year 2. A survey of members' satisfaction level will occur in Year 3. This survey was conducted the Service's Corporate Analyst in Year 3 and the information was shared with the Unit and members.</p> <p>Outreach for Inclusionary Council community members began in 2018 and the first meeting occurred in January 2019. There are 19 members from diverse communities, four of which are Indigenous community members. In Year 1, five meetings were held. In Year 2 only four meetings were held as we had to make adjustments and prepare to use virtual platforms to host meetings. In Year 3 the committee had eight meetings with Inclusionary Council members.</p> <p>The survey was completed in Year 3 and members responded with a 76.9% agreement on how well the Committee was serving the betterment of the community. This was lower than we had hoped for and provides us with a roadmap for the Committee to improve in 2022 and beyond.</p>
Number of international student orientation sessions attended at Brock University and Niagara College.	Two times a year at both Post-Secondary institutions.	<p>In Year 1 the SROs and recruit members attended Niagara College to participate in three international student orientation sessions. They addressed many issues with the students concerning Canadian law, fraud, and landlord/tenant disputes.</p> <p>Approximately 950 students in total attended the three sessions that began the week before the start of each semester (Fall, Spring, and Winter 2019). Also, in Year 1, the Fraud Unit attended Brock University to make presentations on fraud related matters to the International Student Association. Finally, International Student Orientation Sessions, this included international student sessions for Niagara College, Brock, Ridley College, Christian Collegiate (Fort Erie), Fort Erie International Academy, and Full Bright Academy (Fort Erie)</p>

		In Year 2, the SROs attended one international student orientation session in January of 2020 with 350 international students in attendance. No other sessions were scheduled in Year 2 and 3 due to the College's and University's COVID-19 closures.
Number of Information videos on safety and the law in Canada will be made available in various languages (e.g., Mandarin, Hindi, Punjabi, Arabic, French, etc.).	Five videos in different languages by the end of the business cycle.	Three videos were available in Year 1: English, Mandarin, and Arabic. No videos were made in Year 2. Hindu/Urdu and Spanish videos were completed in Year 3. However, our website can be translated into 109 different languages for those who are not fluent in English.
Number of presentations to support newcomers to Canada (e.g., refugees and new immigrants).	<p>Establish baseline in Year 1</p> <p>Increase by 5% in subsequent years.</p>	<p>Five newcomer presentations were made in Year 1 at the Folk Arts Centre, Welland Multicultural and Heritage Council, and YMCA Immigration and Employment Services. In total 87 newcomer participants were involved.</p> <p>Only one presentation, with 25 attendees, was made at the Folk Arts before COVID-19 arrived in Year 2.</p> <p>In addition, those organizations sit on our Chief of Police Community Inclusion Council and have received presentations on things like our Diversity Strategic Plan, Recruiting, SROs, and our Internal Inclusion Committee through Year 3.</p>
Number of special events supported by member attendance	Five per year.	In Year 1 the Chief's Ceremonial Guard attended 25 special events. Some of the events included: Chief's Gala, CALEO Conference, Ontario Police Memorial, Annual Awards Ceremony, Tug of War, Badges on the Border, Remembrance Day, Santa Clause Parades in Niagara Falls and Niagara-on-the-Lake, National Police Memorial, and a number of Vigil Stands for former police members.

(e.g., Chief's Ceremonial Guard).		<p>In Year 2 there were only three events due to COVID-19. They included: Chief's Gala, Funeral Vigil Stan, and a Media Salute (Half Mast)</p> <p>In Year 2 the "Chief's Ceremonial Guard" went through a name change following an update in General Order 234.03. The "Chief's Ceremonial Guard" will now be referred to as the "Chief's Honour Guard and Colour Party."</p> <p>In Year 3, the Chief's Honour Guard and Colour Party attended the Ontario Police Memorial, National Police Memorial, and member funerals.</p>
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Objective 2.2: To enhance communication of key messages regarding policing and public safety issues. (Champion: Inspector: Executive Officer to the Chief of Police)

Performance Metric	Target	Compliance
Number of internet traffic to the Service's website.	5% increase per year.	In Year 1 there were 2,242,968 visits to our website. In Year 3 there were 6,344,406 visits to our website.
Number of social media platform engagements.	5% increase per year.	Twitter 352,000 visits in Year 1 and 202,900 visits in Year 3. The significant drop in Year 3 is most likely due to the impact of COVID-19 and residents staying at home and socially distancing.
Number of public announcements, advisories and/or other public releases.	2-3 per month in Year 1, 10% increases in Year's 2 and 3.	In Year 1 there were 550 media releases from the Service. In Year 3 there were 673 media releases. In Year 2 there was a 22.4% increase in the number of announcements made over Year 1.

Level of community satisfaction with external communication.	Maintain 80+% in citizen satisfaction with the police service. Compare 2019 Community Satisfaction Survey with the 2021 Community Satisfaction Survey.	Eighty percent satisfaction was achieved in Year 1. In Year 3 as part of the 2022 – 2025 Strategic Plan initiative using Converso, Inc. Virtual Town Hall Technology, we engaged with 4,112 Niagara Residents over the telephone and found that 85% of respondents were satisfied with the work of the Niagara Regional Police Service.
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Objective 2.3: To establish relationships, protocols and Memorandums of Understanding with our community stakeholder groups (Champions: Superintendent, Emergency & Investigative Services and Superintendent, Executive Services)

Performance Metric	Target	Compliance
Partner with EMS to address people in crisis and special populations.	Create and approve a protocol with EMS to address people in crisis and special populations. Signed protocol executed by the end of Year 1.	This partnership has been slow to come together to create a viable partnership. However, starting in January of Year 3, a committee of multiple partners have come together to work on a collaborative and coordinated approach to people in crisis and other special populations. These community partners include: Niagara Regional Police (Superintendent Marco Giannico, District Operations), EMS, CMHA-Niagara, Niagara Health System, and Welland-McMaster Family Health Centre. Currently the police operate MCRRT, with a CMHA-Niagara mental health worker riding with a patrol constable 12:00pm-12:00am. This arrangement is funded through a Community Policing and Safety grant. EMS similarly has a mental health nurse riding with EMTs 9:00am-9:00pm. Their arrangement is funded through funds from Welland-McMaster Family Health Centre and QUEST. These community partners are working toward finding a permanent and long-term funding source that will enable police, EMS, and the hospitals to address people in crisis and special populations in a coordinated manner.

Objective 2.4: To realign resources to create greater community engagement opportunities. (Champions: Superintendent, Emergency & Investigative Services and Superintendent, Executive Services)

Performance Metric	Target	Compliance
Resources re-aligned (e.g., SPEAR Program).	SPEAR program oversight transferred from the Training Unit to Emergency Services (emergency preparedness).	The location of SPEAR was reevaluated by the Executive Leadership Team and officially transferred to our Community Engagement Unit, Executive Services on September 1, 2019. Community Engagement was subsequently moved to District Operations following an organizational review in 2020 and approved by the Board in a November 2020 Board Report on the organizational structure. Completed in Year 2.
Align resources to respond to community needs.	<p>Re-purpose School Police Emergency Action Response (SPEAR) uniform position to create a Community Engagement Officer position under Corporate Communications & Community Engagement.</p> <p>Twenty prepared presentations per year for young children (10) and senior citizens (10) will be prepared in order for officers to deliver consistent safety and educational messages in each of their respective districts.</p>	<p>A constable position was repurposed in Year 1 of this plan. Thirty-nine youth presentations were conducted in Year 1 of this Plan.</p> <p>No senior citizen nor young children presentations were conducted in Year 1 but planned for Year 2. However, no presentations were conducted in Year 2 of this plan due to COVID-19. It appears we will be significantly delayed in Year 3 of this plan as COVID-19 continues to play havoc on our community. In the end, no presentations were conducted in Year 3.</p>

	Establish community engagement baseline contacts in Year 1 and 5% increase in each of the next two years.	
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Goal Three

Enhancing Organizational Excellence

Objective 3.1: To enhance internal communication. (Champion: Superintendent, Executive Services)

Performance Metric	Target	Compliance
Attendance at four Town Hall meetings with members across the Districts.	Establish baseline in 2019 with live feed Town Hall meetings. Increase participation by 5% in subsequent years.	In Year 1 the Chief had 8 Town Hall meetings with 580 members in attendance at Police Headquarters and virtually on-line. In Year 2 the Chief conducted a total of 7 Town Hall virtual meetings in Year 2 with the emphasis on the COVID-19 measures and actions that have, or will be taken, by the Executive Leadership Team to protect the safety of our members, with 1,921 members in attendance. A 231.2 % increase. The Chief also prepared 86 memorandums in Year 2 through February 3, 2021 (Year 3), specifically addressing COVID-19.

Objective 3.2: To promote and enhance employee mental and physical well-being. (Champion: Superintendent, Executive Services)

Performance Metric	Target	Compliance
Number of initiatives re: health and wellness in the	50% of members participate in at least one initiative in Year 1; 75% participate in Year 2.	In Year 1 of this Plan the Service provided ten Wellness initiatives. The initiatives included a Wellness Fair, Family Bowling, Health eating Lunch/Learns, Family Avondale ice cream night, Learn your Blood Type, Chili Cook-off, Soup Cook-off, Flu Clinic, Concussion Seminar, Walking challenge, Family Skate. The Wellness

workplace (e.g., workshops, published articles, webinars)		<p>Committee indicates that 75% of our members were involved in at least one initiative, while others were involved in a variety of initiatives.</p> <p>In Year 2 due to pandemic restrictions, the Wellness Committee provided six wellness initiatives. Participation still remained at the 75% participation level according to the Wellness Committee. These initiatives were Lunch/learn with Trybe – healthy alternatives, International Cook–off, Walking Challenge, Flu Clinic, Hydration Challenge, Family Skate Day.</p>
Resiliency training for new recruits.	Develop in 2019 and implement resiliency training for new recruits in 2020.	<p>From Recruiting and Career Development a new process for assessing recruits was developed and implemented resiliency. In total, 98 recruits completed the assessment (40 in Year 1 and 58 in Year 2).</p> <p>From Member Support the number of initiatives and percentages are hard to track. The Service sent out multiple webinars, training, information packages, but we have no ability to track who participates in them due to confidentiality concerns</p> <p>Member Support presents at every Post OPC class on our unit and resilience. We also provide every recruit with a resilience tip card for their wallet, six easy tips for day-to-day life</p> <p>We have initiated the New Officer Wellness Evaluation - new officers meet with the Service Psychologist twice in their first year on the job to help with the transition and develop healthy, resilient strategies early in their careers. The program was approved early 2020. Three recruit classes have participated in the program. The second meeting occurs near the 1-year anniversary of graduation, so the December 2019 graduating class are the only recruits who have fully completed the program (the other two classes are in progress).</p> <p>These efforts continue and are a regular part of recruit training beyond Year 3 of the plan.</p>

Objective 3.3: To have a healthy workforce. (Champion: Superintendent, Executive Services)

Performance Metric	Target	Compliance
Employee attendance.	Non-occupational illness decreased by 5% each year.	<p>The average sick time in 2020 as compared to 2019 has decreased by 11.5%. However, due to the pandemic, alternate provisions were approved by the Service to code non-occupational lost time in relation to the pandemic as Administrative Leave to track the impact of COVID-19. This change had a direct impact to the above noted decrease.</p> <p>If we combine both the sick time and administrative leave time together for 2020 and compared to 2019, there would be an overall increase of +8.1% over 2019. Given that 2020 included a global pandemic, an overall increase would be expected. In fact, in Year 3 we had a 12% increase in non-occupational illness as a result of members returning to the workplace, along with the absence of administrative leave.</p> <p>Despite the continuation of the delivery of our essential service to the community, there were no pandemic related occupational illnesses reported. Additionally, there were not a significant number of members who contracted COVID-19 during 2020. Only nine members contracted the virus (outside of the workplace) during 2020 which represents 0.84% of our member population.</p> <p>Year 3, saw a significant increase in the number or members contracting COVID-19. According to our Attendance Management Officer (AMO) during the pandemic, 81 members reported contracting COVID-19.</p>

Objective 3.4: Enhance employee training and development. (Champion: Superintendent, Executive Services)

Performance Metric	Target	Compliance
Mandatory training compliance.	Number of training opportunities.	All deployable sworn members received In-Service Training in Year 1 and Year 2 of the Plan. Training included Use of Force, firearms re-qualification, CEW qualification & re-qualification. In Year 1 members in specialty detective units received further training at the Canadian and Ontario Police Colleges. Throughout Year 1 university and college courses were taken by 27 sworn members and 9 civilian members. Year 2 was a much more challenging year since most police college courses were unavailable. However, 6 Service members were accepted and enrolled at the 10 week Rotman Police Leadership Program (half a day, 3 days per week). In Year 3, 6 Service members were enrolled in the Rotman Police Leadership Program.

Objective 3.5: To develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community. (Champion: Superintendent, Executive Services)

Performance Metric	Target	Compliance
Number of applicants.	10% increase in the number of applicants.	In Year 1, 40 new recruits were hired. In Year 2, 59 new recruits were hired. This is a 47.5% increase over Year 1. Much of this increase can be attributable to the 40 additional frontline constables added to our strength. The hiring was not completed until Year 3 due to COVID-19.
Number of members from diverse communities hired.	10% increase in diversity hires in Year 3 over Year 1.	<p>In Year 1, 3 recruits were from diverse communities and 11 were women. In Year 2, 8 recruits were from diverse communities and 13 were women. Year 2 resulted in a 18.1% increase in women hired and a 166.7% increase in recruits from diverse communities hired.</p> <p>For Year 3 the statistical data for the Recruiting Unit is as follows:</p> <p>Applications received: 324 (42% decrease from 2020) Newly hired officers: 28 (Recruits – 26; Currently Serving – 2) Members of diverse communities hired: 4 (14.29%)</p>

		Newly hired women: 7 (25%)
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Objective 3.6: Excellence in Dispatch. (Champion: Superintendent, Executive Services)

Performance Metric	Target	Compliance
Accreditation	Achieve recognition as an Accredited Centre of Excellence in Year 1.	On September 30 th , 2019, the Niagara Regional Police Service received its official accreditation as a centre of excellence by the International Academy of Emergency Police Dispatch and is valid until September 30 th , 2022.

Objective 3.7: To ensure efficient deployment of human, financial and material resources. (Champion: Deputy Chief of Police, Support Services)

Performance Metric	Target	Compliance
Annual reviews of specialized services.	Conduct three each year.	<p>In Year 1, three program reviews took place (By-Law and Licensing with a recommendation that it be sent back to the Region; a review of the Communications Unit by an external accreditation agency, resulting in accreditation; and an Attendance Management Review through a LEAN process). In Year 2, a complete organizational structure review began and is ongoing; a re-structuring review of Business Services units; and a Records & Information Management review.</p> <p>By Year 3, a review of the School Resource Officer Program was conducted since the District School Board of Niagara wished to end the program. Outcome of the review was for the establishment of a Community Oriented Response & Engagement Unit (C.O.R.E.) to be established by re-purposing the SROs to the C.O.R.E Unit in 2022.</p>
Annual MPP (Managing Patrol Performance)	Annual Review.	Year 1 baseline report. Year 2 analysis underway to examine 2020 patrol performance. Data runs and analysis will be presented to the PSB by the end of Q1 2021. Due to COVID-19, the Service was unable to hire the 40 new officers and replace outgoing members in a timely fashion. In 2022 we returned to addressing the

		MPP only to realize that with the new call priority 6 system some of our old priority 1 calls in our previous study moved to priority 2 calls in the new system. This has slowed our progress since we need to draw out those moved calls so that we can compare studies. We will have data analytics completed in 2023.
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Objective 3.8: Modernization of Records Management. (Champion: Deputy Chief of Police, Support Services)

Performance Metric	Target	Compliance
Information management and governance.	Develop a governance model and completion of implementation plan. All records electronically filed, stored and retrievable – 50% by 2020, 80% by 2021.	<p>Information Management & Governance is a continuous process not a project with an end. RIM implemented MOVEit Transfer in late Year 1. It is the secure, electronic file transfer system. The application allows the Service to disclose information in a consistent, redacted format while providing auditing abilities. RIM continues to work towards automating our Record Check process through a third-party agreement with Corps Commissionaires.</p> <p>In Year 2 the Service completed a full rewriting of the Classification and Retention Schedule which now provides security classifications for each type of record RIM is also working with IT on the SharePoint (hybrid option) upgrade and Office 365 projects as a big part of the Information Management and Governance focus.</p> <p>While we have undertaken a large project of digitizing 13 cold case homicides (numerous boxes and audio/visual media) we have not met the goal of getting historical hardcopy records digitized.</p> <p>Finally, in Year 2, RIM and Technology Services completed the health check and upgrade of Enterprise Content Management (ECM). The Services continues to work on growing/improving ECM and connecting it to SharePoint in the pending upgrade of IRIS.</p> <p>That being said most records today are created electronically and that will be our focus with the SP upgrade going forward. This was completed in Year 3.</p>