NIAGARA REGIONAL POLICE SERVICE
Police Services Board Report

PUBLIC AGENDA

Subject: 2022 – 2025 Strategic Plan Status Update

Report To: Chair and Members, Niagara Police Services Board

Report Date: 2024-03-14

Recommendation(s)

That the Niagara Police Services Board (Board) accept the 2022 - 2025 Strategic Plan Year 2 Compliance Report.

Key Facts

- The purpose of this report is to provide a status update on the Service's performance measures and targets identified in the 2022 - 2025 Strategic Plan.
- This is the second year the Service has provided an update on the Strategic Plan. A similar update was provided last year regarding year one.
- The appendix attached provides a comprehensive and detailed overview of year two.

Financial Considerations

There are no financial implications relating to the recommendations contained in this report. Approved operational budget and provincial grants support the plan.

Analysis

The Adequacy Standards Regulation directs the Service to provide a status report update on its current Strategic Plan. This report details all goals, objectives, performance metrics, targets and outcomes contained in the 2022 - 2025 Strategic Plan for the year 2023 (Year 2) of the plan.

At a high level, the following highlights the 2022 - 2025 Strategic Plan compliance outcome:

Goal 1, Public Safety

1. Reduction in Property Crime: Achieved a 4.82% drop in property crime incidents, surpassing the target set for the year.

2. <u>Number of properties assessed by officers:</u> 58 Crime Prevention Through Environmental Design (CPTED) engagements were conducted as it pertains to properties with identified community concerns throughout the Region.

3. <u>Number of Drug Education and Safety Initiatives:</u> Conducted 23 training sessions for drug education and safety initiatives related to opioids and drug trafficking, exceeding the target set.

4. <u>Number of Fraud and Cybercrime Education Presentations:</u> Achieved the target with 22 presentations conducted, contributing to increased awareness and prevention efforts.

5. <u>Number of Waterway Safety Education Initiatives:</u> Conducted three successful waterway safety education and safety initiatives, enhancing public awareness and safety measures on and off the water.

6. <u>Number of Guns and Gangs-Related Education Initiatives:</u> Conducted six presentations aimed at educating recruits and C.O.R.E. members about guns and gangs, surpassing the target of five presentations annually.

7. <u>Enhancement of Victim Support Protocols:</u> Successfully reviewed and amended protocols related to human trafficking, child abuse, and anonymous sexual assault reporting, ensuring improved support and outcomes for victims.

8. <u>Increase in Traffic Education and Safety Initiatives:</u> Exceeded the target by conducting seven traffic enforcement initiatives, addressing various issues such as distracted driving, seat belt enforcement, and street racing.

9. <u>Emergency Preparedness Training:</u> Achieved the target by ensuring Duty Officers and District Commanders participate in critical incident command training exercises, enhancing the readiness and effectiveness of emergency response.

10. <u>Road Safety:</u> Road Safety was enhanced by having at least 3 Drug Recognition Evaluator Officers per platoon, surpassing the target of 2. And conducting 13 Reduce Impaired Driving Everywhere (R.I.D.E.) initiatives across the 12 municipalities as well as 7 traffic enforcement initiatives, unique to the needs of each community.

11. <u>Expansion of Real-Time Operations Centre (RTOC) Usage:</u> During this calendar year the RTOC has responded to 5130 calls for service including 3 homicides, 142 reported armed persons, 162 Assaults, 461 disturbances, 126 mental health calls, 51 robberies, 11 reported stabbings, 3 shootings, 393 suicidal persons and 13 weapons calls. From the 4174 calls that the RTOC responded to in 2022, to the 5130 calls that the RTOC has responded to in 2023, there has been a 22% increase in calls that the RTOC has responded to in 2023 from 2022.

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Goal 2, Community Engagement & Collaboration

1. Strengthening Community Partnerships:

   - Enhanced relationships with special victim agencies, social service partner agencies, diverse communities, and Indigenous communities through regular meetings and engagement initiatives.

   - Developed a comprehensive orientation package for newcomers and international students, fostering better integration and understanding of safety and legal rights in Canada.

2. Promoting Transparency and Understanding:

   - Conducted various community engagement sessions, including orientation packages for international students and engagement sessions at post-secondary educational institutions.

   - Increased awareness and understanding of police services through social media platforms and public releases, fostering transparency and public trust.

3. Enhancing Support for Vulnerable Persons:

   - Increased referrals to social service agencies by 9.4% in 2023, providing crucial support to individuals in crisis.

   - Expanded the Mobile Crisis Response Team (MCRRT) program to the City of Welland, achieving a 92% diversion rate and reducing Mental Health Act (MHA) apprehensions.

4. Youth Engagement and Crime Reduction:

   - Successfully launched the Youth in Policing Initiative (YIPI), engaging four youths in its inaugural year and planning to expand the program in subsequent years.

   - Developed strategies to address youth crime rates, including the development of extra-judicial measures (EJM) training for sworn officers to increase early intervention with at-risk youth.

Goal 3: Continuous Improvement & Organizational Continuity

1. Enhancement of Internal Communication: Establishment of a video conferencing solution for virtual daily briefings. This initiative ensures efficient communication channels across the organization, enabling timely dissemination of critical information and updates.

2. Comprehensive Recruitment Strategy Development: Establishment of a demographic profile of members and the community. By implementing a self-

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identification survey, the organization gains insights into the diversity and composition of its workforce, fostering a more inclusive recruitment approach.

3. <u>Process Efficiency and Sustainability:</u> Implementation of a new applicant tracking system (TAMS). The introduction of TAMS streamlines recruitment processes, enhancing resource allocation and reducing time-to-hire, contributing to overall operational efficiency.

4. <u>Member Development and Succession Planning:</u> Development of an acting rank qualification program. This program facilitates career progression opportunities for members, fostering a culture of continuous learning and professional development within the organization.

5. <u>Establishment of the Office of Continuous Improvement and Innovation:</u> The development of a framework and identification of areas of responsibility within the new unit has been completed. The establishment of this office signifies a strategic commitment to fostering innovation and continuous improvement within the Service, ensuring that processes and practices are regularly evaluated and optimized to meet evolving needs and challenges.

<u>Goal 4: Member Wellness & Resiliency</u>

1. <u>Establishment of Resilience Programs:</u> The implementation of the BOS (Before Operational Stress) Resilience Program as a voluntary program for all service members, along with additional resiliency training initiatives, such as the Boots on the Ground program.

2. <u>Early Intervention Program:</u> Successful pilot and evaluation of the Early Intervention Program aimed at providing timely support to members who meet or exceed established thresholds, contributing to improved mental health support within the organization.

3. <u>Peer Support Program Enhancement:</u> Expansion and increased utilization of the Peer Support Program, evidenced by a significant increase in registrations and connections made through the Peer Connect App, reflecting a growing culture of peer support within the organization.

4. <u>Promotion of Healthy Lifestyles:</u> Implementation and successful maintenance of various physical wellness initiatives, including exercise classes, yoga sessions, running clubs, and flu shot clinics, contributing to promoting healthy lifestyles among service members.

5. <u>Equity, Diversity, and Inclusion Initiatives:</u> Implementation of comprehensive EDI-related training programs and initiatives aimed at fostering a culture of equity,

diversity, and inclusion within the organization, including the establishment of Internal Support Networks (ISN) for equity-seeking groups such as women in policing and Black/South Asian members.

6. <u>Accessibility of Mental Health Resources:</u> Establishment and maintenance of a comprehensive list of mental health care providers knowledgeable about the police culture. The list includes psychologists, social workers, and psychotherapists, ensuring that service members have access to mental health support tailored to their specific needs and experiences. Additionally, ongoing review and refinement of the provider list contribute to ensuring the quality and relevance of available mental health resources for members.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

This report is for information purposes and has no immediate strategic priorities.

Relevant Policy Considerations

By-Law 356-2015 – Framework for Business Planning

Other Pertinent Reports

8.3.2023.07.27 2022 – 2025 Strategic Plan – Status Update

This report was prepared by Rany Audeh, Manager of Corporate Strategy and Innovation. Recommended by Luigi Greco, Deputy Chief of Police, Support Services.

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Chief of Police

Appendices

Appendix 1 – 2022 – 2025 Strategic Plan

NIAGARA REGIONAL POLICE SERVICE
2022-2025 Strategic Plan

Goal	1: Public Safety
Objective	1.1 Reduce violent crime
Performance Metric	1.1.1 Number of violent offences
Target	Decrease rate annually by 2%
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	In 2022 the Niagara Regional Police Service (Service) recorded 3973 violent offences. In 2023 the Service recorded 4286 violent offences. This equates to an almost 8% increase in violent offences in the Niagara Region from 2022 to 2023. Performance metric of decreasing violent offences annually by 2% not achieved.
Goal	1: Public Safety
Objective	1.1 Reduce violent crime
Performance Metric	1.1.2 Number of initiatives in high violent crime areas
Target	Increase targeted initiatives by 5% annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Unable to quantify 5% increase in initiatives in high violent crime areas due to no base established for 2022. #1 District in addition to focused foot and bicycle patrols conducted 9 initiatives in St. Catharines and Thorold in areas that have a higher rate of violence. #2 District had 4 initiatives in addition to focused 475 foot and bicycle patrols. #3 District had 5 initiatives in addition to 104 targeted foot and bicycle patrols in the Welland downtown sector (Market Square/Library/City Hall/Bus Station) due to higher rate of violence in this area.
Goal	1: Public Safety
Objective	1.1 Reduce violent crime
Performance Metric	1.1.3 Number of guns and gangs-related education and safety initiatives
Target	Five presentations annually
Reporting Status	Completed
Target Status	Achieved
Results	Six Presentations Completed
Comments	Special Investigative Services conducted 6 presentations in total – 4 for new recruits post Ontario Police College and 2 presentations to C.O.R.E. members

Goal	1: Public Safety
Objective	1.2 Reduce property crime
Performance Metric	1.2.1 Number of property crime incidents
Target	Reduce rate annually by 2%
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	In 2022 there were 14,169 property crimes that occurred in Niagara. In 2023 there were 13,517 property crimes that occurred in Niagara. There was a 4.82% drop in occurrences. Target achieved.
Goal	1: Public Safety
Objective	1.2 Reduce property crime
Performance Metric	1.2.2 Number of presentations related to crime prevention strategies for local businesses
Target	Establish a baseline for presentations provided to business owners in year 1. Increase in years 2 through 4 by 2% annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Baseline year 1. Through 2022 the NRPS completed 20 formal presentations with respect to CPTED and Crime Prevention. In 2023, the Niagara Regional Police Service conducted 46 formal presentations to business owners with respect to CPTED and Crime Prevention. Well over a 2% increase from 2022 to 2023. Target achieved.
Goal	1: Public Safety
Objective	1.2 Reduce property crime
Performance Metric	1.2.3 Number of officers trained in crime prevention strategies and techniques (Crime Prevention Through Environmental Design – CPTED)
Target	Provide introductory video training related to CPTED to all frontline officers in Year 1 and 2
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	Introductory video training related to CPTED was not provided to all frontline officers in year 1 or 2. Inquiries will be made if an appropriate training video exists and if feasible to present to all front-line officers. Target not achieved.
Goal	1: Public Safety
Objective	1.2 Reduce property crime

Performance Metric	1.2.3 Number of officers trained in crime prevention strategies and techniques (Crime Prevention Through Environmental Design – CPTED)
Target	Also in year 1, establish a baseline for officers with advanced training related to CPTED, in order to facilitate property assessments, and increase that number by 5% annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	In 2022 there was a training session for CPTED - 13 people were trained. In total, the Service had a total of 33 officers trained in CPTED. In 2023 the Service hosted an in-person Crime Prevention Through Environmental Design (CPTED) certification course. Ten NRPS members took part in this training opportunity bringing the total number of officers trained in CPTED to 43. Target Achieved. Additionally, 30 members from the Niagara Region's various municipalities joined the NRPS members to achieve accreditation in CPTED. In-person training continues to be the preferred instructional method for CPTED due to the breadth of concept and practical exercises/applied examples. In this respect, a new instructional provider has been sourced who condenses learning into two instructional days, adding efficiency.
Goal	1: Public Safety
Objective	1.2 Reduce property crime
Performance Metric	1.2.4 Number of properties with identified community concerns (i.e., vagrancy, drug usage/sales, high crime, etc.) resolved per year
Target	In year 2 and in subsequent years, 25 problem properties to be assessed by CPTED trained officers annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	For 2023, 58 Crime Prevention Through Environmental Design (CPTED) engagements were conducted as it pertains to properties with identified community concerns throughout the Region (1 District = 23. 3, 6, and 8 Districts = 10. 2 and 5 District = 25). Also of note, CPTED training is being offered to municipal officials and persons in the private sector hence policing engagements for CPTED could potentially decrease over time. Performance metric achieved.
Goal	1: Public Safety
Objective	1.3 Enhance support and improve outcomes for victims of crime
Performance Metric	1.3.1 Number of referrals to Victim Services Niagara for victims of crime and tragic circumstances
Target	Increase the number of Victim Services Niagara referrals by 2% annually
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	2% Increase was not achieved

2022 there were 1162 referrals. For 2023 there were 971 referrals.

This target should be revised for clarity. Our referrals are provided as needed. We should have a target of ensuring all victims of crime and tragic incidents are provided with a referral to Victim Services.

Comments	
Goal	1: Public Safety
Objective	1.3 Enhance support and improve outcomes for victims of crime
Performance Metric	1.3.2 Meet with partner agencies and advocacy centers to review and improve established memorandums of understanding and special victim protocols
Target	Participate in an annual review of established protocols.
Reporting Status	Completed
Target Status	Achieved
Results	Establish Protocols Reviewed

•Human Trafficking Protocol- A review of the protocol was conducted, and various amendments were identified. It was successfully amended and implemented through cooperation with partner agencies.

•Child Abuse Protocol- A review of the protocol was implemented by CAU in cooperation with involved partner agencies and advocacy centers. Various amendments were identified. (Note: It is anticipated that this Protocol review will be completed and approved in mid-2024).

•Anonymous 3rd Party Sexual Assault Reporting Protocol- A review of the protocol was implemented with cooperation with involved partner agencies. Various amendments were identified. (Note: It is anticipated that this Protocol review will be completed in the spring of 2024.)

Comments	
Goal	1: Public Safety
Objective	1.3 Enhance support and improve outcomes for victims of crime
Performance Metric	1.3.3 Number of Internet Child Exploitation (ICE) education and safety presentations
Target	20 presentations per year directed toward identified youth, parent, and school officials
Reporting Status	Completed
Target Status	Achieved
Results	20 Presentations
Comments	The ICE unit conducted 20 presentations to "identified youth and school officials". Target achieved and not exceeded due to this Unit being very busy with numerous investigations.
Goal	1: Public Safety
Objective	1.3 Enhance support and improve outcomes for victims of crime

Performance Metric	1.3.4 Number of human trafficking education and safety presentations
Target	20 presentations per year directed toward identified youth groups and business involved in hospitality and tourism
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Slightly Under Target
Comments	The Human Trafficking Unit provided (12) presentations that were directed toward identified youth groups and businesses involved in hospitality and tourism. Furthermore, another (4) presentations were provided to Police audiences for training and educational purposes. Although we came under target, it is partly due to several lengthy investigations that demanded the Unit's attention in conjunction with the transitional turnover which saw the Unit receive a new Sergeant and Constable. Also, the Sergeant, who transferred from the Homicide Unit, spent a considerable amount of time in Court for a Homicide trial.
Goal	1: Public Safety
Objective	1.3 Enhance support and improve outcomes for victims of crime
Performance Metric	1.3.5 Number of fraud and cybercrime education and safety presentations
Target	20 presentations per year directed toward identified youth and identified adult groups, including the elderly
Reporting Status	Completed
Target Status	Achieved
Results	Target Achieved
Comments	The Cyber-Crime Unit has conducted 12 presentations to the public and an additional 3 internal presentation. Fraud has completed 10 external presentations. Total external presentations = 22
Goal	1: Public Safety
Objective	1.4 Reduce opioid use
Performance Metric	1.4.1 Number of drug education and safety initiatives as it relates to opioids and drug trafficking
Target	Increase the number of initiatives annually by 2%
Reporting Status	Completed
Target Status	Achieved
Results	Target Achieved
Comments	OEEU provided 23 training sessions for drug education and safety initiatives as it relates to opioids and drug trafficking. Target audiences included law enforcement (Various Units NRPS, NRPS - PSB, YRP, CISO, & OACP conferences) and various community stakeholders. (In 2022 there was 1 prescription drug drop off initiative and 18 presentations = 19)
Goal	1: Public Safety
Objective	1.5 Enhance road safety
Performance Metric	1.5.1 Fatal collision rate
Target	Reduce rate annually by 2%

Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Fatalities increased by 1 in 2022.
Comments	Fatalities increased by 1 (18 to 19). This should never have been a metric as 2% would reflect ~0.4 of a fatal based on previous year's numbers. The majority of fatalities had the common causes of impairment and excessive speed. In an attempt to combat the impaired driving factor TEU conducted RIDE checkpoints throughout the Region and focused on impaired driving enforcement during regular duties. This resulted in increase of impaired driving arrests within TEU. As a Service, we arrest 31 more impaired drivers in 2023 than in 2022. Speed enforcement continued to be a focus with both specific projects and routine patrol enforcement being conducted. The number off issued offence notices remained constant over 2022 and 2023. Despite these efforts the number of fatalities in 2023 increase by 1 over 2022 and therefore the 2% reduction goal was not met.

Goal	1: Public Safety
Objective	1.5 Enhance road safety
Performance Metric	1.5.2 Serious personal injury collision rate
Target	Reduce rate annually by 2%
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Increased by 7 from 5 to 12.
Comments	Increased by 7 from 5 to 12. The same efforts were made as with fatalities. This is a CRU statistic and not an overall Service statistic. There are numerous factors as to why CRU would attend a serious personal injury crash that is usually based on information provided at the time. The number of personal injury crashes likely hasn't changed much from year to year, it just depends on whether CRU was requested to attend or not. This is a very challenging metric to report. On MVC reports, injuries are classified as none, minor, major or fatal. In 2022, there were 522 Serious PI Collisions reported. In 2023 there were 581, which is an increase of 59 collisions or just over 10% increase.

Goal	1: Public Safety
Objective	1.5 Enhance road safety
Performance Metric	1.5.3 Enforcement related to alcohol and/or drug impaired driving
Target	By year 2, have two Drug Recognition Evaluators (DRE) on each Traffic Enforcement Unit (TEU) platoon. Increase the DRE complement per shift to 3 by year 4.
Reporting Status	Completed
Target Status	Achieved
Results	In year 2 we achieved our target by having 3 Drug Recognition Evaluators on each platoon

Comments	In 2023 we had 3 Drug Recognition Evaluators officer per platoon. Note: 2 of the platoons had 4 Drug Recognition Evaluators officers. Both Sergeants were also Drug Recognition Evaluators officers. By the end of 2024, all members of Traffic Enforcement Unit (19 Constables and 2 Sergeant's) will be trained as Drug Recognition Evaluators officers.
Goal	1: Public Safety
Objective	1.5 Enhance road safety
Performance Metric	1.5.4 Number of traffic enforcement initiatives
Target	Five additional traffic enforcement initiatives, unique to the needs of each community
Reporting Status	Completed
Target Status	Achieved
Results	13 RIDE initiatives were conducted in 2023- through 12 municipalities
Comments	In 2023, the Service conducted 13 RIDE initiatives. At least one RIDE checkpoint was set up in each of the 12 Municipalities. 18 Impaired or Excess 80mg arrests were made.
Goal	1: Public Safety
Objective	1.5 Enhance road safety
Performance Metric	1.5.5 Number of traffic education and safety initiatives
Target	Five (5) additional traffic enforcement initiatives, unique to the needs of each community
Reporting Status	Completed
Target Status	Achieved
Results	Initiatives exceeded target with 7 initiatives
Comments	1- Project H.O.T. Wheel (Hands on the Wheel) – Cellular devices – 206 Offence notices issued. 2- Back to School Traffic Safety Day- 45 officers participated on Sept. 5,2023 during this annual initiative. 97 tickets were issued. 3- Seat belt Enforcement – multiple throughout year – 194 Offence notices Issued. 4- Operation Loud & Clear – Loud mufflers – 111 Offence Notices issued. 5- Project Erase – Multi-jurisdictional campaign against street racing – 38 Stunting charges laid. 6- Project Speed Alert – Speed Enforcement on rural roads- 107 Offence notices laid. 7- Joint Forces Commercial Motor Vehicle Enforcement (Halton, OPP, MTO) – Stats calculated through the MTO as their officer laid most charges. Note: This project was done in conjunction with 8 District personnel.
Goal	1: Public Safety
Objective	1.6 Enhance waterway safety

Performance Metric	1.6.1 Number of waterway safety education and safety initiatives, both on and off of the water
Target	Facilitated by frontline officers and community engagement officer, in coordination with the TEU Staff Sergeant
Reporting Status	Completed
Target Status	Achieved
Results	3 Education and Safety Initiatives were conducted in 2023
Comments	The Marine Unit, in partnership with Traffic Enforcement Unit conducted a 3-day waterway RIDE project over the Canada Long weekend. The dates coincided with the US National impaired operation project "Drywater". During the enforcement project it was found that boaters were compliant with legal requirements relating to alcohol and boating. No alcohol offences were noted.

During the 2023 Marine season, the Unit conducted "Project Boat Smart" for the month of August. The project involved proactive checks at boat ramps prior to people launching vessels. As well as on the water checks of vessels. There were 124 boat inspections related to this project. The inspections resulted in 7 PONs, and 31 warning issued. Most of the warnings were in regard to flashlights that needed new batteries and the operator not having a copy of the vessel license onboard.
During the 2023 Marine season, the Unit conducted joint training exercises with Niagara Parks Police, Niagara Falls Fire Department, Hornblower Tours, and Whirlpool Jetboats. This training was conducted on May 24, 2023, and involved mock rescues and recoveries of persons from the Niagara River. This initiative was conducted to enhance the safety of those involved in waterways rescues and recoveries. |

Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.1 Number of waterway enforcement initiatives
Target	Facilitate two education and safety initiatives annually AND Conduct two waterway enforcement campaign initiatives annually
Reporting Status	Completed
Target Status	Achieved
Results	3 Initiatives were completed in 2023
Comments	During the 2023 Marine season, the Unit took part in a joint services enforcement project with Canadian and US agencies related to vessel safety named "Operation Lake Thunder". The project was led by the US Coast Guard with RCMP, Toronto Police and NRPS representing the Canadian agencies. The project ran for July 28 to 31, 2023 with coverage on both Lake Ontario and Lake Erie. Due to the weather conditions, there were very few pleasure craft on the water.
Throughout the 2023 boating season, members of the Marine Unit routinely stopped vessels on the water to enforce laws relating to vessel operation and equipment.
Operation Dry Water- RIDE conducted on the boats on July 2 & 3, 2023. TEU members partnered with Marine officers and conducted sobriety checks on boaters. All boats stopped were found to be in compliance.

Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.2 Increase training exercises related to emergency preparedness
Target	Duty Officers and District Commanders shall participate yearly in joint training exercises
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Members of the Emergency Services Unit conduct Critical Incident Command training in the spring and fall of each year and an invitation is extended to Duty Officers and District Commanders. The training is conducted with full-scale exercises that involve the Emergency Task Unit, Tactical Support Group, Canine Unit, Critical Incident Commanders, Scribes and Negotiators. Critical Incident Command training was conducted in April and October of 2023. One Inspector from the Duty Office attended the training in April. The training in October was suspended mid-way through the exercise due to the Emergency Task Unit being required for a tactical operation. No Duty Officers or District Commanders attended the training in October.
Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.3 Enhance and develop emergency planning partnerships
Target	All Inspectors to receive training in either Intermediate Incident Management System (IMS300) or Incident Command related courses within the first two years of promotion
Reporting Status	Completed
Target Status	In Progress
Results	Ongoing
Comments	Only the Inspector in charge of Emergency Services has completed the IMS 300 training. No other Inspectors have completed the IMS300 or equivalent training. Available training was not utilized in 2023 with all other Inspectors indicating an inability to attend. This training should be a priority. The prerequisites for this training / target are extensive. Our Training Unit and Executive staff are working diligently to bring our Inspectors obtain this training.
Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.3 Enhance and develop emergency planning partnerships
Target	Attend monthly meetings and participate in Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) exercises, as facilitated by the Niagara Region, over the course of the plan
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

Comments	A member of Emergency Services participates in CBRNE meetings when they take place. In 2023, there were no known CBRNE exercises facilitated by the Niagara Region.
Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.3 Enhance and develop emergency planning partnerships
Target	Increase engagement with emergency partnerships and coordinate a minimum of one, in-house training exercise annually, that will include outside agency involvement
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	In April and October of 2023, the Emergency Services Unit hosted Critical Incident training exercises. Members of Niagara Emergency Medical Services attended the training to enhance the level of joint operations
Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.3 Enhance and develop emergency planning partnerships
Target	Ensure one (1) waterway emergency (disaster) training exercise is facilitated per year, in conjunction with the appropriate emergency management partners given the scenario
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	On May 24, 2023, the Marine Unit conducted joint training exercises with Niagara Parks Police, Niagara Falls Fire Department, Hornblower Tours, and Whirlpool Jetboats. The training involved the rescue and recovery of persons from the Niagara River.
Goal	1: Public Safety
Objective	1.7 Improve emergency preparedness
Performance Metric	1.7.4 Review Emergency Plan
Target	To be conducted annually
Reporting Status	Completed
Target Status	Achieved
Results	Completed / Reviewed
Comments	The Emergency Services Unit Staff Sergeant reviewed the Service's Emergency Plan in 2023.
Goal	1: Public Safety
Objective	1.8 Effective response to calls for service
Performance Metric	1.8.1 Average response time to emergency calls for service
Target	Respond to Priority 1 emergency calls for service within established timelines

Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Data was not available during this reporting period to validate if established timelines were met.
Comments	In May of 2021, the Niagara Regional Police Service adopted an enhanced prioritization system to better classify calls for service. The new system, Six Priorities (P6) was risk-based to ensure Communicators were better able to recognize calls for service that required an enhanced response. It also identified those calls for service that could be held longer, or referred to alternative response methods. P6 offered six different classifications for call types whereas the legacy method only offered three. Unfortunately, the implementation of the P6 system created unintended consequences which resulted in calls for service being improperly prioritized or coded. An analysis of our actual calls revealed that the overall number of Priority 1 emergency calls had been significantly reduced and that many Priority 3 calls had been over-prioritized. As a result, the data available to measure emergency response timelines has been skewed making the data collected insignificant. This is not to say that the Service is not meeting its intended goals. The data required to support our established timelines has not been reliable. As of January 2024, these issues have since been corrected and we are in a position to gather accurate data to determine if the Service is meeting its target goals. Steps are also being taken to review and reconcile data captured in 2023, so that the correct standards are applied for future and historical reporting.
Goal	1: Public Safety
Objective	1.8 Effective response to calls for service
Performance Metric	1.8.2 Number of non-emergency calls for service, dealt with by an alternative response to frontline officers or by referral to appropriate service providers
Target	Establish a baseline for the percentage of calls redirected from frontline operations to an alternative response AND In subsequent years, increase the percentage of calls redirected by 2% annually
Reporting Status	Completed
Target Status	Achieved
Results	Redirect calls by 2%
Comments	In accordance with the reporting requirements for the 2022-2025 Strategic Plan, The Service has achieved the year two Performance Metric 8.2, of increasing the percentages of calls redirected to alternative response by 2% annually. In 2023, the Service utilized 5 call diversion methods that allowed calls for service to be redirected from frontline operations. The alternate methods were Priority 6 Calls, Alternate Response Unit Calls, Online Reporting, Mobile Support Unit, and the Collision Reporting Centre. In 2023, the Service responded to a total of 148,348 calls for service, of which 32,205 of these were dealt with by alternative response.
Goal	1: Public Safety
Objective	1.9 Expand the Real Time Operations Centre (RTOC) usage
Performance Metric	1.9.1 Number of RTOC involved calls
Target	5% increase in year 1, followed by a 2% increase annually in subsequent years
Reporting Status	Completed
Target Status	Achieved

Results	Achieved
Comments	The main objective of the RTOC is to assist front line and investigative units by providing near time actionable intelligence. The RTOC plays a crucial role in notifying police of emerging events and our cameras our implemented on an incident basis and through intelligence led crime preventions. This strategic and intelligence driven approach assists police in obtaining crucial information to optimize public safety to the residents and visitors to the Niagara Region. During this calendar year the RTOC has responded to 5130 calls for service including 3 homicides, 142 reported armed persons, 162 Assaults, 461 disturbances, 126 mental health calls, 51 robberies, 11 reported stabbings, 3 shootings, 393 suicidal persons and 13 weapons calls. From the 4174 calls that the RTOC responded to in 2022, to the 5130 calls that the RTOC has responded to in 2023, there has been a 22% increase in calls that the RTOC has responded to in 2023 from 2022. Target achieved.
Goal	1: Public Safety
Objective	1.9 Expand the Real Time Operations Centre (RTOC) usage
Performance Metric	1.9.2 Number of partnerships to expand the CCTV network (Post-Secondary Education Sector, Government, Business community)
Target	Increase engagement with community stakeholders and enter into four new CCTV camera sharing agreements by year 4
Reporting Status	Completed
Target Status	Achieved
Results	Completed. Added 4 new partnerships.
Comments	We have created new partnerships with: •The City of Port Colborne •Niagara College •John Howard Society Welland •MTO In 2023 we added 7 new cameras to our system
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.1 Enhance relationships with special victim agencies (e.g., FACS, Sexual Assault Centre, etc.)
Target	Meet with partner agencies quarterly
Reporting Status	Completed
Target Status	Achieved
Results	Target Achieved
Comments	OEEU continued enrollment in O.P.E.N.N. (Overdose Prevention Education Network of Niagara), Niagara PAC (Program Advisory Committee), C.A.S.O.N. (Community Addition Services of Niagara), and Niagara Region Public Health (Infectious Control Unit) collectively monitoring the opioid epidemic across the Region.

Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.2 Enhance relationships with social service partner agencies (e.g., Southridge, Salvation Army, Out of the Cold, John Howard Society, Port Cares, etc.)
Target	Meet with partner agencies quarterly
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The NRPS meet with various community stakeholders throughout the year. These meetings often occur weekly, bi-weekly, monthly, and quarterly. The following is a list of agencies the Service regularly meets with: •　　Port All Situation Table (includes) Port Cares, Bridges, FACS, Pathstones Mental Health, Contact Niagara, CASON, Raft, NASO, Ontario Works, Gateway, CMHA, Niagara Region Mental Health, Community Living, Probation Office, Youth Probation. •　　Canadian Mental Health Association – Court Diversion •　　Niagara Health System •　　Niagara Community Protocol (Violent Threat Risk Assessments) Committee •　　Niagara Assertive Street Outreach •　　Quest Community Health Care •　　Gateway of Niagara •　　Niagara Region Homelessness and Community Engagement •　　City of St. Catharines •　　City of Niagara Falls •　　Start Me Up Niagara •　　Safe Injection Sites St. Catharines •　　Positive Living •　　Brain Injury Association of Niagara •　　Autism Canada •　　Young Black Women •　　Native Centre •　　District School Board of Niagara
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.2 Enhance relationships with social service partner agencies (e.g., Southridge, Salvation Army, Out of the Cold, John Howard Society, Port Cares, etc.)
Target	Conduct a relationship needs survey from identified partner agencies by end of year 2.
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	While many members of the Service continually engage with social service partner agencies to identify solutions to problems and address short and long-term needs, concerns and issues as we move forward, no formal relationships needs survey was conducted. Hence, this Performance Metric in the literal sense was not achieved.

Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.3 Enhance relationships with diverse communities
Target	Conduct eight Chief of Police – Community Inclusion Council (CoP-CIC) meetings annually
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Concluded Not Achieved
Comments	8 Chief of Police Community Inclusion Council meetings were scheduled throughout 2023. Only 7 were actually held. January 9, 2023 - Meeting was cancelled due to Chief being away February 24, 2023 April 14, 2023 June 1, 2023 July 10, 2023 August 14, 2023 September 25, 2023 November 20, 2023

Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.3 Enhance relationships with diverse communities
Target	Attend a minimum of 10 community events annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The EDI Unit and members of the Service attended 65 community events across the Region through 2023.

Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.3 Enhance relationships with diverse communities
Target	Include on NRPS website an orientation section for newcomers and international students that focuses on safety, legal rights, and law in Canada by the end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The NRPS Public Web Site on the EDI page includes an 11 minute informative video on the various ways one might encounter a member of law enforcement while in Canada. The video is in 5 languages (English, Arabic, Mandarin, Hindu/Urdu and Spanish)

Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.3 Enhance relationships with diverse communities
Target	Bi-annual up-date on the Diversity Strategic Plan
Reporting Status	Completed
Target Status	In Progress
Results	In Progress
Comments	The NRPS continued to review and update the 2023-2025 EDI Strategic plan. Numerous meetings were held with internal staff and external partners to identify SMART goals for the plan. The Plan is expected to be approved and delivered in early 2024.
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.4 Enhance relationships with the Indigenous community
Target	Attend a minimum of four events per year
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	EDI participated in 7 events with Indigenous Communities in the Region. Service members and CORE Members participated in over 50 Indigenous events in various locations across the Region.
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.4 Enhance relationships with the Indigenous community
Target	Attend a minimum of six Indigenous youth related programs per year
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Service Members including CORE participated in 11 Indigenous youth related events throughout 2023.
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.4 Enhance relationships with the Indigenous community
Target	Develop training to increase awareness in Indigenous traditions, culture, and history in year 1 and implement it in year 2
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

	Indigenous Relationships: Training The NRPS Video Unit and Fort Erie Native Friendship Centre produced 3 videos and gave permissions for them to be used by the NRPS for its members, entitled 'Indigenous Perspectives'. These videos, which provide 1 hour and 48 minutes of personal messages from indigenous community members were made available for all registered NRPS learn members. The videos were initially viewed by some in 2022 but were provided to our Sworn members March 31st, 2023. Since then 522 members have completed watching the videos. In an effort to impart understanding of the video's message knowledge retention questions at the end of each video. All Senior leaders of the Service were required to complete The San'yas Indigenous Cultural Safety Training Program. The online training and consultation focused on uprooting anti-Indigenous racism and promoting cultural safety for Indigenous people in Canada. The course was designed to help increase the knowledge, self-awareness, and skills of participants, so that they work more safely and effectively with Indigenous people. Covered topics such as: Colonization in Canada Racism, discrimination, stereotyping, and their impacts on Indigenous people Taking action to uproot anti-Indigenous racism Transforming systems to strengthen Indigenous cultural safety in relationships, practices, and services.
Comments	
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.5 Enhance relationships with students at post-secondary educational institutions
Target	Create an orientation package for international students attending these institutions by the end of 2022
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	International Student Orientation package created
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.5 Enhance relationships with students at post-secondary educational institutions
Target	Two engagement sessions annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

Comments	•3 engagement sessions at Brock: September 3, September 15, November 17 •2 engagement sessions at Niagara College: August 30, September 7
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.6 Enhance relationships with newcomers to Canada
Target	Conduct seven orientation sessions/presentations annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	7 orientation sessions/presentations completed: -Brock University (3): September 3, September 15, November 17 -Niagara College (2): August 30, September 7 -Niagara Folk Arts Multicultural Centre (2): March 1, May 30,
Goal	2: Community Engagement & Collaboration
Objective	2.1 To strengthen relationships and continue to build trust with our community
Performance Metric	2.1.7 Enhance outreach to community
Target	Year 1: Establish a baseline number of foot and bicycle patrol hours, including patrol zones across the Region. Years 2-4: Expand foot and bicycle patrol zones by 10% each year
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Baseline for Year 1:Western Region Foot Patrol (Hours) were 155, for Central Region they were 982.5 and for Eastern Region they were 801.5. In terms of Bicycle Patrol (Hours)they were 1, 292 and 305 respectively. Year 2 (2023): Western Region Foot Patrol Hours - 76.5 and Bicycle Patrol Hours - 73. Central Region Foot Patrol Hours - 1338.5 and Bicycle Patrol Hours - 339.5. Eastern Region Foot Patrol Hours - 968 and Bicycle Patrol Hours - 177. Total foot and bicycle patrol hours for 2022 was 2537. Total foot and bicycle patrol hours for 2023 is 2972.5. This is an increase of 17% in foot and bicycle patrol hours from 2022 to 2023. Performance metric achieved.
Goal	2: Community Engagement & Collaboration
Objective	2.2 To foster transparency and enhance public understanding of police services
Performance Metric	2.2.1 Number of crime prevention initiatives, including those done in coordination with Auxiliary Officers
Target	Four initiatives per year
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

Comments	Crime prevention initiatives conducted by the Service in 2023 include bail monitoring efforts, target hardening at Break and Enter locations, MTO and ATV enforcement, and Lock it or Lose it campaign. Additionally, crime prevention initiatives focused on areas having higher rates of assaults, disturbances, and thefts. Breakdown by District and number of crime prevention initiatives is as follows: 1 District - 9, 2 District - 4, 3 District - 2, 5 District - 0, 6 District - 1, and 8 District - 3. In total, 19 crime prevention initiatives were conducted by the Service in 2023. Performance metric achieved.
Goal	2: Community Engagement & Collaboration
Objective	2.2 To foster transparency and enhance public understanding of police services
Performance Metric	2.2.2 Number of Social Media platform engagements, public announcements, advisories, and/or other public releases
Target	Develop and implement an analytics structure to obtain a baseline number of engagements
Reporting Status	Completed
Target Status	Achieved
Results	Target achieved
Comments	In the first quarter of 2023, the Service entered into a 3-year contract with Meltwater Suite for software that provides monitoring and analytics on the Service's social media engagement with our community. The Meltwater Suite allows the Corporate Communications Unit to strategically post public safety messaging, while also offering comprehensive media monitoring, particularly during non-office hours, as well as analysis across online news, social media, print and broadcast media. Through media intelligence, data integration and social media management, the software allows the Niagara Regional Police Service to measure and eventually increase engagement with the community while being alerted to emerging issues that require immediate attention and communication.
Goal	2: Community Engagement & Collaboration
Objective	2.2 To foster transparency and enhance public understanding of police services
Performance Metric	2.2.3 Awareness of police service programs (e.g., media engagement)
Target	Increase engagements by 2% annually
Reporting Status	Completed
Target Status	In Progress
Results	Not achieved
Comments	Engagements through social media and other platforms have not increased due to the lack of dedicated resources in the corporate communications unit.
Goal	2: Community Engagement & Collaboration
Objective	2.3 Enhance supports for vulnerable persons
Performance Metric	2.3.1 Number of referrals to social service agencies
Target	Increase number of referrals of people in crisis to social service agencies annually by 2%

Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The NRPS increased the number of referrals of persons in crisis to social service agencies by 9.4% in 2023. 5151 referrals in 2022 compared to 5658 referrals in 2023. Performance Metric met.

Goal	2: Community Engagement & Collaboration
Objective	2.3 Enhance supports for vulnerable persons
Performance Metric	2.3.2 Expand the Mobile Crisis Response Team (MCRRT) program to the City of Welland
Target	Reduce the number of Mental Health Act (MHA) apprehensions by 3% with a corresponding increase in the number of individuals diverted to appropriate community supports
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The Mobile Crisis Rapid Response Team (MCRRT) ran in 3 District from April 2022 until April 2023 as part of a grant cycle. The grant was renewed, and a revised Civilian Crisis Response Team (CCRT) began operating in 3 District in November of 2023 in place of MCRRT. CCRT response to MHA calls while limited due to safety concerns of the CMHA members, have achieved a 100% clearance rate when they have attended calls for service. MCRRT has also been extremely successful in reducing apprehensions. Service wide, there was a 6% reduction of apprehensions from 2022 to 2023. Performance metric achieved.

Goal	2: Community Engagement & Collaboration
Objective	2.3 Enhance supports for vulnerable persons
Performance Metric	2.3.3 Number of Situation Tables
Target	Police participation at Situation Tables, where appropriate, to support the Niagara Region's Community Safety and Well-Being Plan
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The NRPS has participated in the Port Colborne Situation Table (Port-All) since 2018. In 2023, the Regional Municipality of Niagara (RMN) supported the expansion of Port-All to cover the areas of Wainfleet, Welland and Pelham. In addition, the RMN launched a Situation Table in October of 2023 which covers the St. Catharines and Thorold area bringing a total of 2 Situation Tables the NRPS participates in. In 2024, the NRPS anticipates again participating in the expansion of the Situation Tables that will cover all municipalities in Niagara.

Goal	2: Community Engagement & Collaboration
Objective	2.3 Enhance supports for vulnerable persons
Performance Metric	2.3.4 Number of civilian members trained in mental health awareness
Target	Year 1: Establish baseline number of frontfacing civilian members trained in mental health awareness. Increase by 2% annually

Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	In 2022 (Year 1), the Niagara Regional Police Service commenced having civilian members trained on the Crisis Intervention Training (CIT) course facilitated by CMHA. 13 members were trained in 2022. In 2023 (Year 2), the Service had an additional 16 civilian members trained on CIT courses. The trained members come from many facets of the Service including the Communications Unit, Front Desk personnel, Member Support, Special Constables and Auxiliary members. This is a 123% increase in trained civilian members from 2022.
Goal	2: Community Engagement & Collaboration
Objective	2.3 Enhance supports for vulnerable persons
Performance Metric	2.3.5 Number of members trained in Crisis Intervention
Target	Train 75 members in Crisis Intervention annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	In cooperation with the CMHA, the Training Unit facilitated 4 Crisis Intervention Training courses during the 2023 calendar year. Despite front line staffing shortages, aggressive canvassing by the Training Unit CIT coordinator resulted in a total of 75 members trained, meeting the strategic goal. Attending members included civilian front desk staff, member support unit personnel, sworn members, Special Constables and even Auxiliary members.
Goal	2: Community Engagement & Collaboration
Objective	2.4 Foster youth engagement
Performance Metric	2.4.1 Develop and enhance relationships with youth
Target	Year 1: Develop a Youth in Policing Initiative (YIPI)Years 2-4: Increase the number of youths engaged by 10% per year.
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	In 2023 (Year 2) the Youth in Policing Initiative (YIPI) commenced with four youths and the program was a great success. For 2024 (Year 3), the Service plans to have five youths participate in the program.
Goal	2: Community Engagement & Collaboration
Objective	2.4 Foster youth engagement
Performance Metric	2.4.1 Develop and enhance relationships with youth
Target	Attend a minimum of ten (10) youth programs annually (e.g., Boys and Girls Club, RAFT, Niagara Youth Wellness Hub etc.)
Reporting Status	Completed
Target Status	Achieved

Results	Achieved
Comments	The Niagara Regional Police Service has attended/participated in 11 youth specific programs for 2023. This includes involvement with Niagara Folks Arts Multicultural Centre, Manchester After School Program, Grantham After School Program, Raft Youth Shelter, Resilience Connections, Pathstones Centre for Innovative Learning, Niagara Islamic School, and other various youth programs/partnerships. Performance metric achieved.
Goal	2: Community Engagement & Collaboration
Objective	2.4 Foster youth engagement
Performance Metric	2.4.2 Opioid education and awareness
Target	Develop and make available, an opioid education training video for youth
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved - postponed to 2024
Comments	The Service has not developed an opioid education training video for youth. Through the Opioid Enforcement and Education Unit (OEEU), it is planned that such a video be developed in 2024. Despite this, the Service through the OEEU has provided drug education sessions and safety initiatives to stakeholders within the community in 2023.
Goal	2: Community Engagement & Collaboration
Objective	2.5 Reduce youth crime rate by increasing early intervention with at risk youth
Performance Metric	2.5.1 Youth crime rate
Target	Reduce criminal charge rate by 2% annually, with a corresponding increase in the number of extra-judicial measures referrals
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	In 2022 (Year 1) there was 219 youth prosecution summaries for offenders under 18 years of age with an additional 23 Extra-Judicial Measures (EJM's) administered in lieu of charges. In 2023 (Year 2) there was 276 youth prosecution summaries for offenders under 18 years of age with an additional 10 EJM's administered in lieu of charges. Criminal charge rate was not reduced and in fact increased. Additionally, EJM's utilized was down from the previous year. Strategic Plan goal performance metric for 2023 was not achieved. Steps are being taken in 2024 to have officers receive requisite training as it pertains to EJM's and meet this Strategic Plan goal for the next reporting year.
Goal	2: Community Engagement & Collaboration
Objective	2.5 Reduce youth crime rate by increasing early intervention with at risk youth
Performance Metric	2.5.2 Extra-judicial measures referrals
Target	Year 1: Develop and implement extra-judicial measures (EJM) training for sworn officers. Increase the number of extra-judicial measures (EJM) referrals by 2% annually
Reporting Status	Completed

Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	Extra-Judicial Measure (EJM) referrals by the Service for 2022 (Year 1) was 23. EJM's for 2023 (Year 2) was 10. As the numbers dictate, the Service failed in increasing EJM referrals by 2% for 2023. This is for a number of reasons including insufficient training to frontline officers and elimination of the SRO program. SRO's when still engaged in the schools made the majority of EJM referrals, where now frontline officers often get called to schools and lack familiarity and/or comfort in the use of EJM's. The Service is currently conducting a review of EJM shortcomings and plans on introducing training for recruit officers, coach officers, and all sworn members.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.1 To enhance internal communication
Performance Metric	3.1.1 Number of Town Hall meetings
Target	Conduct two Town Hall meetings annually
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Unable to achieve target.
Comments	Due to other operational demands and priorities, the Office of the Chief was unable to conduct Town Hall meetings during 2023.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.1 To enhance internal communication
Performance Metric	3.1.2 Number of opportunities for member input
Target	Establish a Continuous Improvement Committee (CIC) by the end of Q-2 in year 1 to explore member improvement ideas and determine the feasibility of ideas. Establish Terms of Reference. Establish evaluation criteria
Reporting Status	Completed
Target Status	In Progress
Results	CIC has been established
Comments	Continuous Improvement Committee has been established, and there are more than 40 members who have joined it. The terms of reference, evaluation criteria, and other governing materials will be formulated when the new staff are hired as part of the creation of the new Strategic Planning and Innovation Office.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.1 To enhance internal communication
Performance Metric	3.1.2 Number of opportunities for member input
Target	Implement video conferencing solution to facilitate virtual daily briefings in year 1
Reporting Status	Completed
Target Status	Achieved
Results	Technology Services completed the technical setup of the Centralized Briefings Teams-Rooms solution

Comments	The electronic Centralized Briefings technology has been purchased, installed and operational at all District Briefing Rooms and the DI Office. It leverages the existing M365 investments via the MS Teams Rooms platform and integrates with the Crestron Flex platform for Microsoft Teams. The Community Rooms are now provisioned with the same solution and operational if needed. Other units such as the RTOC can also be invited to and participate in Briefing meetings. Training and demonstrations were provided and a refresh is recommended. Sep-by-step documentation on operating the technology and setting up a centralized briefing has been created and attached. District Operations is developing the appropriate operational plans and guidance to operationalize the technology, including the frequency of conducting the electronic briefing.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.2 Develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community
Performance Metric	3.2.1 Establish demographic profile of our members and community
Target	Creation of self-identification question for new hires (uniform and civilian) during onboarding documentation in year 1 to establish baseline
Reporting Status	Completed
Target Status	Achieved
Results	achieved
Comments	A self-identification survey has been created using the internal survey application system. It was released to all newly hired members from January 1, 2023 going forward.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.2 Develop a comprehensive recruitment strategy that identifies quality candidates reflective of our community
Performance Metric	3.2.1 Establish demographic profile of our members and community
Target	Compare self-identification documentation numbers to census survey for Niagara population in year 1
Reporting Status	Completed
Target Status	In Progress
Results	In Progress No new information collected during 2023

Comments	Comparing self-identification numbers to census survey for Niagara population in year 1 will be more accurate over time after the development of the onboarding self identification survey. That being said, data from Human Resources from the Service's 2021 self-identification survey and compared to the 2021 Census Data for the Niagara Region to provide the following information. Arab at NRPS 1.2% and in the Region 0.8% Black at NRPS 1.5% and in the Region 2.8% Chinese at NRPS 0.3% and in the Region 1.4% Japanese at NRPS 0.3% and in the Region 0.2% Korean at NRPS 0.3% and in the Region 0.4% Latin/South American at NRPS 0% and in the Region 1.5% South Asian at NRPS 1.8% and in the Region 2.9% Southeast Asian at NRPS 0% and in the Region 0.7% West Asian at NRPS 0% and in the Region 0.2% White at NRPS 91.4% and in the Region 86.7% Mixed Origin at NRPS 3.0% and in the Region 0.6% Other at NRPS 0.9% and in the Region 0.3% Indigenous at NRPS 3% and in the Region 4%

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.3 Develop and sustain process efficiencies to enhance business continuity
Performance Metric	3.3.1 Time and resource materials
Target	Implement new applicant tracking system to external candidates by the end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	New applicant tracking system TAMS was implemented and is active

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.3 Develop and sustain process efficiencies to enhance business continuity
Performance Metric	3.3.1 Time and resource materials
Target	Expand applicant tracking system to the internal job posting process by the end of year 3
Reporting Status	Completed
Target Status	In Progress
Results	In progress
Comments	Applicant tracking system is currently being expanded to include internal Civilian postings and will also progress to include Uniform postings by end of year 3

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.3 Develop and sustain process efficiencies to enhance business continuity
Performance Metric	3.3.1 Time and resource materials
Target	Implementation of Block Training model by 2023

Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	not started
Comments	Training Unit Staff have reviewed this target and upon further inspection it was determined that this might not be achievable. It would be difficult to maintain the assigned dates due numerous administrative issues surrounding: Parental Leave, Transfers, Temporary Training Transfers, Leave due to illness
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.3 Develop and sustain process efficiencies to enhance business continuity
Performance Metric	3.3.2 Streamlined training process for efficiencies in scheduling
Target	Establish framework for continuous service delivery during future pandemics by the end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	Complete
Comments	Completed in first quarter of 2023.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.2 Meet the Canadian Radio – Television & Telecommunications (CRTC) deadline for transition to NG911
Target	Retire current 911 systems and adopt new NG911 technology by the end of year 3
Reporting Status	Completed
Target Status	In Progress
Results	A project Kick-off meeting with Motorola and all stakeholders has been scheduled for Feb 1st, 2024

Comments	After a Negotiated Request for Proposal (RFP) process in compliance with the procurement By-Laws of Region of Niagara, a contract for Next Generation 9-1-1 (NG 9-1-1) got awarded to Motorola Solutions Inc., who was the top ranked respondent and also had the lowest cost. The approval of the contract now permits the implementation of a new Region-wide, Canadian National Emergency Number Association (NENA) i3 standards-based, integrated platform architecture NG 9-1-1 solution, that includes a managed services on-premises host/remote call-handling platform capable of handling all 9-1-1 operations for the Region, NRPS St. Catharines Fire Service (SCFS) and the Niagara Parks Police Service (NPPS). Reports to to Regional Council and the Police Services Board (PSB) have been submitted to advise of the the results of the RFP, contract negotiations and associated costs. The contract provides the listed partners with an NG 9-1-1 Call Handling Solution (CHS), 10 years of managed services and 10 years of maintenance and support. A project Kick-off meeting with Motorola and all stakeholders has been scheduled for February 1, 2024. The targeted schedule for production implementation is anticipated for end of 2024 or prior to the CRTC deadline of March 4, 2025. Partner agencies SCFS and NPPS have committed to a financial and operating model with RMON on the NG 9-1-1 initiative and are included in the contract. This will avoid duplicating services and costs, maintain consistency in NG911 standards, and enhance interoperability and information sharing between the agencies.

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.3 Resource savings in processing evidence
Target	Adopt a new cloud based Digital Evidence Management System to efficiently process evidence and share it with other Ontario justice partners and stakeholders by Q1 in year 2
Reporting Status	Completed
Target Status	In Progress
Results	NRPS is still on target to complete the DEMS project by the end of 2024

Comments	NRPS was one of four police services that SolGen selected as early adopters for the Digital Evidence Management (DEM) onboarding program. On May 6, 2021, the NRPS was formally onboarded on the Provincial DEM system. A Ministry of Solicitor General (SolGen) MOU Agreement and Axon Contract were executed for five years with an option to renew two additional one-year extensions in favor of SolGen. Since DEMS inception: - 300 members have been trained, including Courts, Traffic, Criminal Investigation Bureau, Major Crime, Special Victims, the Real Time Operations Centre (RTOC), Crime Analysts, Forensic Video Analysts, Records Information and Management, RIM – FOI Analysts to assist in FOI requests – (Court order redactions and FIO disclosures), Professional Standards, Policy and Risk, Member Support Unit, Scenes of Crime Officers, and selected others. 355,665 pieces of Digital Evidence (DE) have been uploaded to Axon Evidence (e.com), 11,423 Conducted Energy Weapon (CEW) logs were created, 212,979 pieces of DE have been shared externally and 11,720 cases have been created. The current staffing model of two members cannot support this expansion, thereby necessitating the need for a minimum request of three additional positions approved in 2024. Remaining areas to be trained - Emergency Response Unit (ETU) - Media Relations - Charge Investigators
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.4 Increased access to realtime information by frontline officers
Target	Implement the Connected Officer program by providing Service-issued mobile devices with the right application suite to the majority of frontline officers by the end of year 2
Reporting Status	Completed
Target Status	In Progress
Results	On target for completion by the end of 2024

Comments	2023 Capital and Operating Funding was approved to facilitate the purchase of service-issued mobile devices. The program is anticipated to commence in Q3-2023 to equip Frontline officers with mobile devices that can be used to file reports, make calls, send emails, and access various databases & resources to meet their information & intelligence needs better while creating efficiencies for the Service as a whole. Funding for purchasing an Electronic Notes (eNotes) application was also approved as part of the 2023 Operating budget. A service-issued mobile device will need to be in place first to allow the implementation and rollout of eNotes. eNotes is envisioned to transform current paper-based processes via a digital mobile platform software that runs on mobile phones, mobile workstations, and desktop computers. It connects to central databases such as Computer-Aided Dispatch (CAD) and Records Management System (RMS), creating efficiencies and modernizing the current duty note-taking paper process. This digital solution through a mobile device will enable officers to record and upload audio statements and take photographs, once verified for accuracy and completion, to instantly deliver e-Notes to the RMS to improve workflow and disclosure processes. eNotes offers ease of searchability and can be accessed by the officer when required to be verified in court. Search and access can be configured in accordance with privacy and access permissions guidelines.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.4 Increased access to realtime information by frontline officers
Target	Implement the full Microsoft Office 365 Productivity suite by the end of year 1
Reporting Status	Completed
Target Status	Achieved
Results	Microsoft O365 and associated applications are fully implmented
Comments	The Microsoft Office 365 (O365) has been implemented in a hybrid deployment model. A hybrid deployment refers to the ability to extend the same on-perm server experiences, seamless look and feel and administrative controls to the cloud. The implementation included the following applications: •M0365 •Microsoft Teams •Microsoft Exchange Online (email) •Microsoft SharePoint (Intranet) •Microsoft PowerBI Online •Microsoft Authenticator •Microsoft OneDrive •PowerApps and electronic Form with intelligent workflow such as POs (on going as more forms get reviewed for this level of migration) •Microsoft Intune (Mobile Device Management (MDM) and Defender M/O365 information management and governance will be fully integrated with the new recordkeeping software solution once purchased and installed.

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.5 Collaboration and knowledge sharing across the Service
Target	Develop governance model and completion of implementation plan. All records electronically filed, stored, and retrievable – Complete by the end of year 2
Reporting Status	Completed
Target Status	In Progress
Results	Still in progress
Comments	An Information Management and Governance (IM&G) training workshop was held in May to explore, guide and train the IM&G Committee on the principles of IM&G. The training reviewed the current governance framework; reviewed policy and assessed the current state; and aided in the development of an IM&G roadmap. It also educated the committee on IM&G best practices for organizing, storing, and utilizing various information digital assets for NRPS to be more effective in managing and using its data and information resources. The IM&G Committee will be meeting quarterly, commencing in 2024, in order to meet its vision: Information is collected once, managed physically and digitally in an open and secure environment, accessible from anywhere and used as authorized to its fullest potential to optimize community safety and well-being. The Committee will be focused on the immediate work initiatives identified in the Information Governance Roadmap that was developed in 2023.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.5 Collaboration and knowledge sharing across the Service
Target	25% of remaining Service Units records to be converted to electronic records by the end of year 4
Reporting Status	Completed
Target Status	In Progress
Results	Still in progress

| Comments | To achieve a successful Service wide IM&G model, the Service will require a recordkeeping software solution that is compliant with existing M365 applications as well as others, with automated record retention workflow reducing the requirement for manual intervention for both digital and physical files, and with enhanced search feature capabilities that access both physical and electronic records.

2023 Capital Funding in the amount of $400,000 was approved to facilitate the replacement of the existing enterprise content / records management technology. The current software has reached its operational effectiveness and requires a considerable capital investment and costly ongoing operational licensing fees to achieve seamless digital and physical records integrations for the number of users required for a Service wide application.

In February 2024, the Service will be issuing a Request for Proposal (RFP) to invite prospective proponents to offer cost-effective and integrated recordkeeping software solutions to manage digital and physical corporate records.

The Records & Information Management Unit continues to provide guidance to various units throughout the Service regarding best practices for the digitization of their records, while remaining compliant with Service General Orders, including but not limited to the Records Classification & Retention Schedule. |
|---|---|

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.4 Modernization of Service Delivery
Performance Metric	3.4.6 Contractual documents initiative
Target	Identify a software platform and implement in year 1 Process all contracts through new platform in year 2 Software for searchable LOU, MOU's
Reporting Status	Completed
Target Status	Achieved
Results	Complete
Comments	A software has been developed by a vendor and implemented by Service staff. The system houses and manages all PSB contracts and grants including LOU's and MOUs and sends reminders when needed to concerned stakeholders.
This target is now complete.

Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.5 Enhance Member Development and Succession Planning
Performance Metric	3.5.1 Number of General Orders converted to new platform
Target	Identify a platform and implement in year 1
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Will not be pursued at this time

Comments	Different platforms have been explored; however, a viable option was not identified. As a result, this target was not met, nor is it anticipated that a new platform will be explored. The Service, however, continues to create efficiencies when using the current platform. A review was done to ensure originators were identified correctly, mainly at the Superintendent and Director level, and general orders continue to be reviewed and updated accordingly.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.5 Enhance Member Development and Succession Planning
Performance Metric	3.5.1 Number of General Orders converted to new platform
Target	Convert 25 General Orders to new platform annually
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Decision to change General Order platform not entertained at this time.
Comments	It is believed that this project should be championed by Policy & Risk, however, as an update, and similarly to last year, a new platform to be used for General Orders has not been entertained, nor is it something currently being considered. Upon review of the current platform, General Orders are updated using Microsoft Word and a process exists to track any changes made to General Orders, which may include additions and deletions. Updated General Orders are then reviewed by an oversight committee made up of the Deputy Chiefs of Police and Superintendents/Director. Final approval is then given by the Chief of Police. In the absence of a new platform being identified and procured, this particular target has not been started, nor is it anticipated that it will be achieved not based on failure to execute, but rather based on a Service decision not to pursue a new platform at this time.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.5 Enhance Member Development and Succession Planning
Performance Metric	3.5.2 Number of qualified members to progress to higher ranks/ positions
Target	Develop mentorship program by the end of year 2
Reporting Status	Completed
Target Status	In Progress
Results	in progress
Comments	This task was assigned to Special Projects and remains in progress
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.5 Enhance Member Development and Succession Planning
Performance Metric	3.5.2 Number of qualified members to progress to higher ranks/ positions
Target	Implement the mentorship program in years 2 - 4 and ensure the identified positions have mentees capable of taking on these roles
Reporting Status	Completed
Target Status	In Progress

Results	In progress
Comments	Several concepts for the Mentorship program have been reviewed and this task remains in progress
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.5 Enhance Member Development and Succession Planning
Performance Metric	3.5.2 Number of qualified members to progress to higher ranks/ positions
Target	Develop Acting Rank qualification program by the end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The Service currently has an Acting Rank qualification program. This will continue to be evaluated to remove any potential barriers and improve the process .
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.6 Establish the Office of Continuous Improvement and Innovation
Performance Metric	3.6.1 Number and status of projects identified as supporting the 2022-2025 Strategic Plan
Target	Establish the framework of this new Unit and identify the areas of responsibility by end of year 1
Reporting Status	Completed
Target Status	Achieved
Results	Complete
Comments	The mandate for the new office has been established and communicated to the executive leadership team. This target is now complete.
Goal	3: Continuous Improvement & Organizational Continuity
Objective	3.6 Establish the Office of Continuous Improvement and Innovation
Performance Metric	3.6.1 Number and status of projects identified as supporting the 2022-2025 Strategic Plan
Target	Develop Business Case to establish and fund the unit. Create the Unit by end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	Complete
Comments	The Corporate Strategy and Innovation Unit has been created and consists of only the Manager of the unit and a Corporate Analyst. 2 Business Cases have been developed to add a Crime Analyst Supervisor to oversee the Crime Analysis Mandate in the Service and 2 Project Coordinators to manage enterprise projects. Future business cases will be created to reach full capacity of the unit and enable it to carry its agreed on mandates.
Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy

Performance Metric	4.1.1 Ongoing development, evaluation, and revision of mental health related training programs
Target	Evaluation of one mental health related training program annually
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The newly acquired Service Psychologist and Mental Health Clinician along with Member Support Unit Staff are reviewing all programs. In 2023 The Safeguarding Program was reviewed and will be aligned with CACP recommendations related to Safeguarding programs. The Member Support Unit records management process was reviewed and improved through the adoption of the Owl Electronic Record Management System to enhance operational efficiency, data security, and collaboration. The system's features align with the specific needs of the Member Support Unit, and its implementation will contribute significantly to modernizing record management practices within the NRPS Member Support Unit. All General Orders related to Member Support functions were updated to ensure roles and processes were updated based on the new Clinician role. Treatment Consent forms were also established to ensure regulatory compliance.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.1 Ongoing development, evaluation, and revision of mental health related training programs
Target	Implementation of Resilience Program in year 1
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	-BOS (Before Operational Stress) Resilience Program was identified as a voluntary program. All Service members were registered to participate in the program which was available as of November 2022. The Member Support Unit has identified additional resiliency training through Boots on the Ground which includes a 2 day resiliency training program through the FBI National Academy.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.1 Ongoing development, evaluation, and revision of mental health related training programs
Target	Completion of Resilience Program by 85% of the membership by the end of year 1
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	- BOS (Before Operational Stress) Resilience Program was identified. - Voluntary Program - 1157 Members were registered. Due to this program being voluntary there was very low completion. 85 % was not achieved.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.2 Accessibility of mental health resources
Target	Annual maintenance of the community list of mental health care providers knowledgeable about the police culture
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	List of mental health care providers knowledgeable about the police culture was created and is maintained. The list contains mental health care providers including Psychologist, Social Workers and Psycho Therapists. The Service Psychologist and Mental Health Clinician are continuing to review the provider list to ensure that providers have experience working with police, availability for our members, and to help distinguish CMHP/WSIB approved providers to help members make informed decisions about services.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.2 Accessibility of mental health resources
Target	Host bi-annual voluntary seminars with preferred providers to discuss current research, best practices, and challenges
Reporting Status	Completed
Target Status	In Progress
Results	In progress
Comments	Voluntary Bi-Annual seminars, and/or community meetings will be reviewed once the updated provider list has been established.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.3 Early Intervention Program
Target	Pilot Early Intervention Program in year 1
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Since the fall of 2023, the Member Support Unit has been conducting check-ins with members who meet or exceed thresholds that were established in IAPro. The utilization of BlueTeam as the workflow system allows Member Support to assign follow ups with members and receive outcomes so the disposition can be assigned appropriately. A General Order has been created for review. An Implementation Plan has also been created.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.3 Early Intervention Program
Target	Evaluation of the pilot Early Intervention Program in year 1
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	Since the fall of 2023, the Member Support Unit has been conducting check-ins with members who meet or exceed thresholds that were established in IAPro. The utilization of BlueTeam as the workflow system allows Member Support to assign follow ups with members and receive outcomes so they disposition can be assigned appropriately. The current model is working to achieve the established goal. The Service Psychologist and Mental Health Clinician will continue to review the program for effectiveness and efficiencies.
Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.3 Early Intervention Program
Target	Expand Early Intervention Program to 50% of sworn members in year 1 and 85% in year 2
Reporting Status	Completed
Target Status	In Progress
Results	In progress
Comments	Thresholds now include members of the Communications Unit and those listed on WSIB. The program continues to expand. Expected to be complete by end of year 3.
Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.3 Early Intervention Program
Target	Annual evaluation of Early Intervention Program and related criteria
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	An evaluation of the program was completed and input from the Service Psychologist and Mental Health Clinician has been received. The program will continue to be evaluated and adjusted for effectiveness.
Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.4 Accountability for stigmatizing behaviours

Target	Evaluate job and promotion processes for stigmatizing or biased components by the end of year 2. Revise as needed in subsequent years
Reporting Status	Completed
Target Status	In Progress
Results	In progress
Comments	The related processes and General Orders continue to be reviewed for stigmatizing or biased components. Expected to be completed by year 3.
Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.4 Accountability for stigmatizing behaviours
Target	Identify additional internal processes or policies to be reviewed for stigmatizing or biased components by the end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The following policies and processes have been identified for review: GO - 104.12 RESPECTFUL WORKPLACE POLICY GO – 189.15 Uniform Job Posting Guidelines GO 105.14 UNIFORM PROMOTION SYSTEM GO – 233.06 UNIFORM SENIOR OFFICER SELECTION PROCESS GO – 200.07 Civilian Posting Guidelines -Psychological Wellness Programs; -Workplace Violence; -Occupational Health and Safety Program; -Employee Accident/Recurrence Report; -Work Accommodation Program; -Attendance and Wellness Support Program; and -Employee Assistance Program.
Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.5 Peer Support Program
Target	Establish baseline measurement of Peer Support use in year 1. Increase use of Peer Support by 2% per year in subsequent years
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

Comments	Peer support Team currently consists of 26 members plus 1 coordinator Peer Connect numbers: In 2022 there were 189 connection forms completed, meaning the Peer team reached out to that many members. 190 members registered on the App, which is approximately 16.5% In 2023, 233 members registered in the Peer Connect app.. There were 972 connections completed which is over a 400% increase in use.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.5 Peer Support Program
Target	Annual evaluation of Peer Support Program
Reporting Status	Completed
Target Status	In Progress
Results	In progress
Comments	Due to the late onboarding of the new Service Psychologist and Mental Health Clinician in December of 2023, the Peer support program evaluation is ongoing.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.6 Member Wellness
Target	Annual Member Support Survey to evaluate wellness
Reporting Status	Completed
Target Status	Concluded (Not Achieved)
Results	Not Achieved
Comments	Due to the departure of the previous Service Psychologist in the Spring of 2023 and onboarding of the new Psychologist in December 2023, the annual survey was not conducted.

Goal	4: Member Wellness & Resiliency
Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.6 Member Wellness
Target	Statistically significant decrease in mental health stigma each year
Reporting Status	Completed
Target Status	In Progress
Results	in progress
Comments	The Member Support Unit continues to provide information, education and support to staff in relation to member and psychological wellness. The target of being able to measure a statistically significant decrease mental health stigma is difficult to quantify.

Goal	4: Member Wellness & Resiliency

Objective	4.1 Promote a culture of resiliency, characterized by anti-stigma and mental health literacy
Performance Metric	4.1.6 Member Wellness
Target	Statistically significant increase in member quality of life each year
Reporting Status	Completed
Target Status	In Progress
Results	In progress
Comments	The Member Support Unit continues to provide information, education and support to staff in relation to member and psychological wellness. The target of being able to measure a statistically significant increase member quality of life is difficult to quantify with accurate statistical data.
Goal	4: Member Wellness & Resiliency
Objective	4.2 Promote and encourage healthy lifestyles and the physical well-being of members
Performance Metric	4.2.1 Resources available to members
Target	Physical wellness initiatives such as exercise classes, videos, lunch and learns, and literature will be offered to all Service members. Minimum 6 per year
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The following initiatives were conducted in 2023. 1.8 Week Challenge 2.Yoga has been offered to the membership in person and virtually: Six dates March 22, 29, April 5, 12, May 3, 10 3.Family Night Out – Welland Jackfish 4. A Running Club initiative was established 10 dates were established throughout the Region. Dates included: October 10, 13,16, 20, 24, 27, November 7, 10,13,16 2023. 5.Flu Shot Clinic established: November 20th and November 24th, 2023. 6.Donation to help build Courts Gym 7.Purchase of Hurricane Bike for Training Unit
Goal	4: Member Wellness & Resiliency
Objective	4.2 Promote and encourage healthy lifestyles and the physical well-being of members
Performance Metric	4.2.1 Resources available to members
Target	Member attendance and access to these initiatives will be recorded to ensure a yearly increase of 2%
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

In 2022 there were limited initiatives due to covid restrictions. 2 initiatives- a skate and a flu clinic.

In 2023, 104 Members participated in the 8 week challenge,
20 Members participated in yoga.
23 Members and their families attended the Welland Jackfish outing
34 Members participated in the flu clinic.
5 Members participated in the running club.

Comments	
Goal	4: Member Wellness & Resiliency
Objective	4.2 Promote and encourage healthy lifestyles and the physical well-being of members
Performance Metric	4.2.1 Resources available to members
Target	Implementation and ongoing maintenance of a member support application in year 1; allowing remote access to physical wellness health resources and literature
Reporting Status	Completed
Target Status	Achieved
Results	Achieved
Comments	The Peer Connect app was launched and is currently available for members to use. To date, the Peer App is used by 20% of the membership.
Goal	4: Member Wellness & Resiliency
Objective	4.3 Promote a culture that embraces equity, diversity, and inclusion (EDI)
Performance Metric	4.3.1 Ongoing development, evaluation, and revision of EDI-related training
Target	Annual delivery of at least one EDI training program And Presentation on EDI to all new police recruits
Reporting Status	Completed
Target Status	Achieved
Results	Acheived
Comments	•5 EDI learning events for all members: -February 26: Black History -March 21: Islam & Ramadan -April 12: Autism Awareness -May 15: Asylum Seekers -September 19: Truth and Reconciliation •April 6, 2023 – EDI/Hate presentation to Post OPC Recruits/ Diversity Tour •September 1, 2023 – EDI/Hate presentation to Post OPC Recruits /Diversity Tour
Goal	4: Member Wellness & Resiliency
Objective	4.3 Promote a culture that embraces equity, diversity, and inclusion (EDI)

Performance Metric	4.3.2 Systemic barriers
Target	Complete evaluation of identifying any existing systemic barriers related to EDI by the end of year 2
Reporting Status	Completed
Target Status	Achieved
Results	achieved
Comments	October 2022, Review conducted of potential Systemic Barriers related to female Recruit applicants compared to male applicants After conducting this review, findings indicated that NRPS hiring process does not contain systemic barriers to female applicants. The data reveals that female applicants have a higher probability of being successful in our current process over male applicants.
Goal	4: Member Wellness & Resiliency
Objective	4.3 Promote a culture that embraces equity, diversity, and inclusion (EDI)
Performance Metric	4.3.2 Systemic barriers
Target	If any barriers are identified, implement means for addressing them immediately at the start of year 3 and subsequent years
Reporting Status	Completed
Target Status	In Progress
Results	in progress
Comments	October 2022, Review conducted of potential Systemic Barriers related to Female Recruit applicants compared to Male applicants After conducting this review, findings indicated that NRPS hiring process does not contain systemic barriers to female applicants. The data reveals that female applicants have a higher probability of being successful in our current process over male applicants. In December 2023, the Service and NRPA agreed to amend General Order 105-Uniform Promotion System in relation to "Work Product" submissions by candidates. Work Product submission timelines were increased to a 24-month period, to account for members who may have been out of the workplace on a protected leave.
Goal	4: Member Wellness & Resiliency
Objective	4.3 Promote a culture that embraces equity, diversity, and inclusion (EDI)
Performance Metric	4.3.3 Development of Internal Support Networks (ISN) for members of equityseeking groups
Target	Implementation of a Global ISN in year 1. A Global ISN implemented and engaged in year 1 with more specific group ISN's formed from over the course of the Plan as required
Reporting Status	Completed
Target Status	Achieved
Results	Achieved

- November 15, 2022 creation of Global ISN
- November 25, 2022 NRPS Women In Policing ISN
- March 2, 2023 NRPS Black/South Asian Member ISN was established

Comments