



# **NIAGARA REGIONAL POLICE SERVICE**

## **Police Service Board Report**

### **PUBLIC AGENDA**

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**Subject:** Strategic Plan 2026 - 2029  
**Report To:** Chair and Members, Niagara Police Service Board  
**Report Date:** 2025-04-16

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### **Recommendation(s)**

**That the Niagara Police Service Board receive, analyze, and approve the proposed methodology for the development of the Strategic Plan 2026-2029.**

### **Key Facts**

- The Community Safety and Policing Act, section 39, requires the Police Service Board (PSB) to prepare and adopt a strategic plan for the provision of policing, at least once every four years.
- The PSB By-Law 413-2024 oversight of the strategic planning process, and the General Order 174.06 guarantees compliance.
- 2025 is the last year of the current Strategic Plan 2022-2025. An evaluation of ongoing achievements and results has been presented annually to the Board on the Strategic Plan annual report.
- As a result, the PSB should consider the development of a new Strategic Plan for the period 2026-2029.

### **Financial Considerations**

There are no financial considerations or cost for the Service at this time. Future financial considerations related to the costs associated with the Strategic Plan will be determined at a later date when the Plan is established.

### **Analysis**

Under Ontario's Community Safety and Policing Act, 2019 (CSPA), police service boards are mandated to prepare and adopt a strategic plan that governs the provision of policing services within their jurisdiction. This legislative requirement is intended to ensure that policing is adequate, effective, and responsive to the specific needs of the communities served. Section 39 of the CSPA outlines a comprehensive framework that the strategic plan must address, including the police service's objectives, priorities, and core functions, as well as performance measures related to crime prevention, community satisfaction, emergency response, and interactions with diverse and vulnerable populations. The plan must also consider key operational areas such as

information technology, resource planning, and police facilities. Importantly, the strategic plan must be informed by meaningful consultation with a broad range of interested parties, including the First Nations band councils, Chief of Police Inclusion Council, municipal councils, representatives of diverse communities, school boards, community organizations, and the public.

The development of the strategic plan is not only a statutory obligation but also an opportunity to articulate a clear, data-informed, and community-centered vision for policing. The plan must reflect the input gathered through consultations and demonstrate how community needs and concerns have been addressed. In addition, it must align with any existing Community Safety and Well-Being<sup>1</sup> plans and consider the unique needs of Indigenous communities and diverse groups. In fulfillment of this mandate, the PSB is undertaking the development of a comprehensive strategic plan and accompanying proposal, which will serve as a roadmap for enhancing police service delivery, promoting transparency, and fostering public trust over the next four-year cycle.

## **Proposal**

The Niagara Regional Police Service (NRPS) and PSB are initiating the development of its Strategic Plan for the 2026–2029 cycle, guided by the legislative requirements of Ontario’s *Community Safety and Policing Act, 2019* (CSPA) and the PSB By-Law 413-2024. This proposal presents a roadmap for building a community-informed, data-driven plan that reflects contemporary policing challenges and opportunities. The strategic planning process embraces a shift from traditional, reactive models to more proactive, community-centric approaches that emphasize flexibility, integration, and the use of technology and data. The initiative is designed to strengthen legitimacy and public trust while aligning with broader organizational systems, processes, and long-term priorities.

The proposed methodology introduces a modernized approach that integrates strategic, tactical, and operational levels of planning with a commitment to execution and accountability. Core components include project and program management approaches to support the strategy formulation and execution, a governance framework, including clear accountability and responsibility levels to clarify roles and responsibilities, and dashboards and other tools to monitor outcomes and effectiveness. The methodology is grounded in alignment with PSB meetings, reporting cycles, and budget planning while fostering internal and external partnerships that enhance service delivery. Emphasis is placed on organizational development and value-based outcomes, moving beyond compliance to produce meaningful and sustainable change in how adequate and effective policing is delivered in the Niagara Region.

A vital element of this proposal is its inclusive and structured consultation strategy. To ensure the plan is informed by diverse perspectives and community needs, PSB and NRPS will engage with a broad range of community partners through meetings,

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<sup>1</sup> [Community Safety and Well-Being - Niagara Region, Ontario](#)

facilitated sessions, and online surveys from May to September. The table below outlines the engagement plan:

**Table 1.** Proposed Participants

<b>Participants</b>	<b>Engagement Method</b>
<b>Police Service Board Members</b> <b>Sub Committees:</b> NRPS Strategic Plan <ul style="list-style-type: none"> <li>• Kevin Gibson, Committee Co-Chair</li> <li>• Nyarayi Kapisavanhu, Vice-Chair</li> <li>• Laura Ip, Member</li> </ul>	Meetings and collaboration
<b>Community Partners</b> <ul style="list-style-type: none"> <li>• Indigenous community</li> <li>• Diverse groups</li> <li>• Business Associations</li> <li>• Elected Officials</li> <li>• First Responders</li> <li>• School and Educational Institutions,</li> <li>• Community Safety &amp; Well-Being Partners</li> </ul>	Facilitated sessions
<b>Niagara Region Community</b>	Online survey
<b>NRPS Members</b>	Survey and in-person sessions

This multi-phase consultation process ensures that the Strategic Plan is reflective of community priorities and internal operational insights, laying the foundation for a plan that is flexible, transparent, actionable and that reflects the priorities of our community and our Service.

## Alternatives Reviewed

No reasonable alternatives to the proposed strategic planning approach were identified. The development of a strategic plan is a legislative requirement under the Community Safety and Policing Act, 2019 (CSPA), and the methodology outlined in this proposal is designed to ensure compliance with regulatory obligations while also advancing best practices in strategic planning. The proposed approach incorporates modern principles of evidence-based policing, performance measurement, and community engagement, which are critical to aligning the NRPS's goals with the evolving needs of the region.

## Relationship to Police Service/Board Strategic Priorities

This report is being brought forward to comply with section 39 of the Community Safety and Policing Act and PSB By-Law 413-2024.

## Relevant Policy Considerations

- Community Safety and Policing Act, sections 39 and 40, requires the Police Service Board to prepare and adopt a strategic plan for the provision of policing, at least once every four years.
- Police Services Board By-Law 413-2024 – Framework for Strategic Planning, outlines the board's strategic planning process.
- General Order 174.06, which provides internal guidance on compliance and reporting standards related to planning and performance monitoring.

## Other Pertinent Reports

None

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



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### Submitted by:

Bill Fordy, O.O.M. #9615  
Chief of Police

## Appendices

Appendix 1 Strategic Plan Presentation



# NIAGARA REGIONAL POLICE SERVICE

**Niagara Regional Police Service  
Strategic Plan 2026-2029  
April 24, 2025**



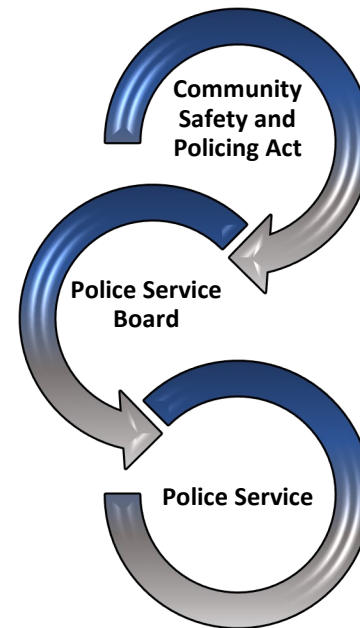
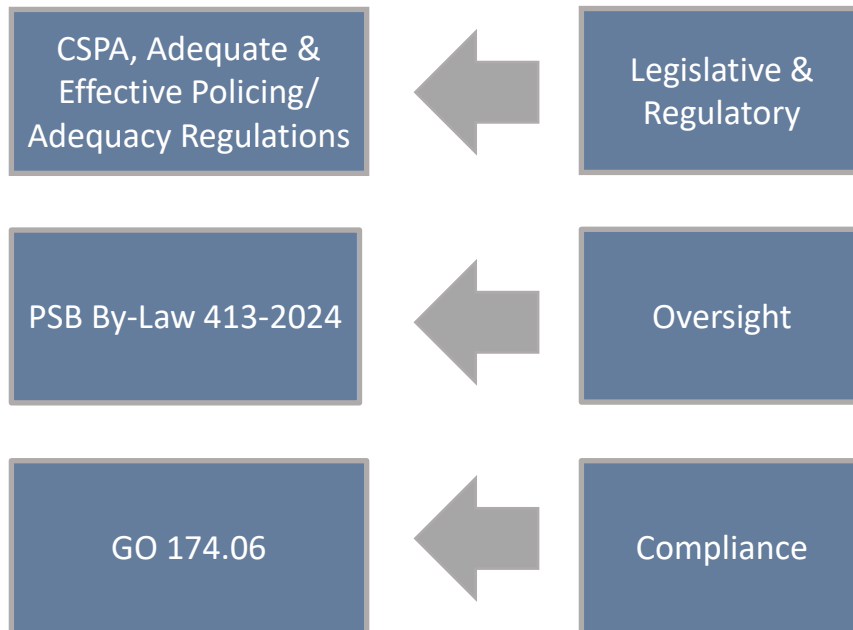
UNITY. RESPONSIBILITY. LOYALTY.

# Agenda

1. Regulatory framework
2. How strategic planning in policing is changing
3. Proposed methodology
4. Proposed consultation strategy
5. Roadmap
6. Next steps



# Regulatory Context



# How Strategic Planning in Policing is Changing



Community-  
centric  
strategies



From reactive  
to proactive  
approaches



Integration of  
technology  
and data



Flexible and  
adaptive  
planning

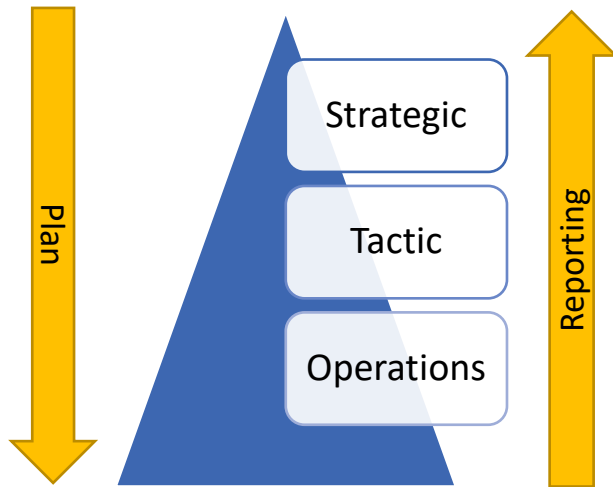


# Chief's Vision

A word cloud centered around the word "Community". The words are in various shades of blue and black, with "Community" being the largest and most prominent. Other words include "Professionalism", "Modernization", "Evidence-Based Policing", "Leadership", "Innovation", "Transparency", "Right-Sizing", "Courtesy", "Respect", "Diversity", "Compliance", "Stratified Policing", "Unity", "Communication", "Engagement", "Mobilization", "Loyalty", "Cooperation", "Continuous Improvement", "Caring", "Intelligence", "Led", "Responsibility", "Wellness", "Trust", "Helpful", and "Community Centric Policing".

Community Centric Policing Professionalism  
Intelligence Led Caring Continuous Improvement  
Responsibility Modernization Loyalty Cooperation  
Wellness Trust Helpful Community Compliance  
Courtesy Stratified Policing  
Right-Sizing Communication Unity Innovation Diversity  
Community Engagement Leadership Respect  
Transparency and Mobilization Evidence-Based Policing

# Proposed Methodology



**Traditional approach**



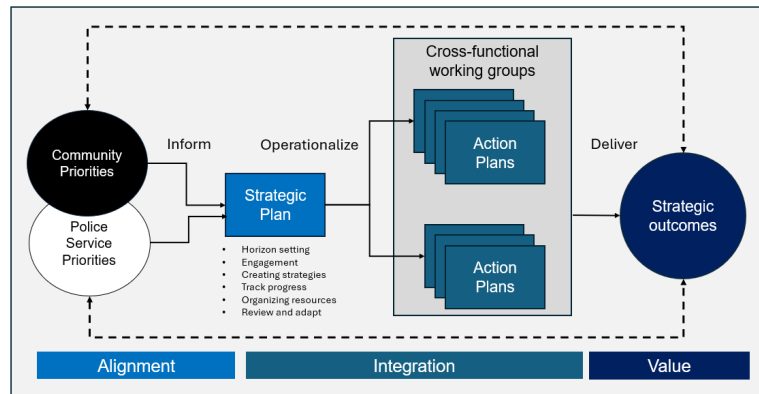
**New approach**

# Proposed Methodology continued

Alignment	Integration	Value
<ul style="list-style-type: none"><li>• PSB meetings / reports</li><li>• Annual reports</li><li>• Budget cycles</li><li>• Roadmaps / journeys</li><li>• Organizational structure</li></ul>	<ul style="list-style-type: none"><li>• Systems</li><li>• Processes</li><li>• Policy</li><li>• People / culture / skills</li><li>• Resources</li><li>• Enhanced partnerships</li><li>• Internal and external collaborations</li></ul>	<ul style="list-style-type: none"><li>• Organizational development</li><li>• Community trust, legitimacy</li><li>• Long term strategic goals</li><li>• Output-based vs Value-based</li></ul>

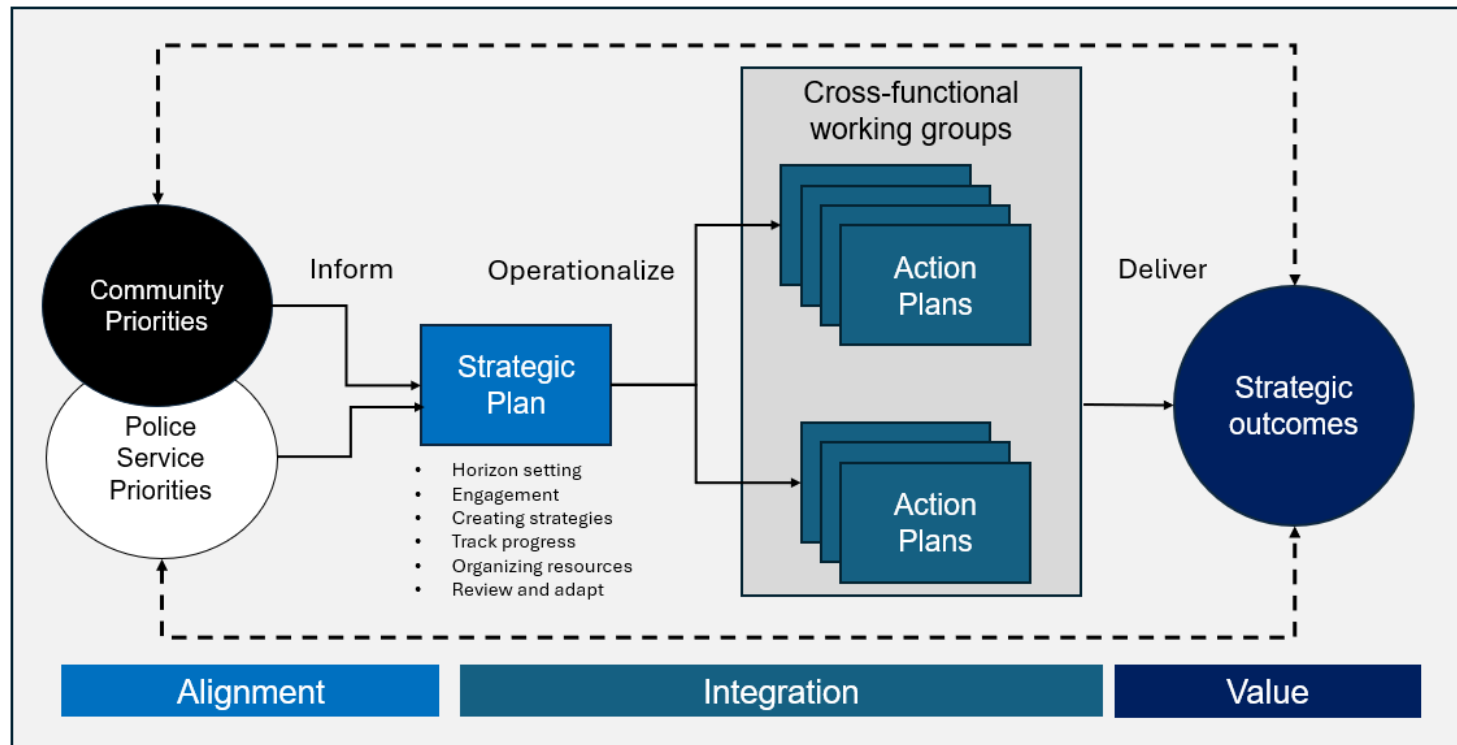
# Proposed Methodology continued

## 2



 <b>Strategic Plan – Action Plan</b> Project definition	
<b>1. Project identification</b>	
Key priority:	Community Safety
Objective:	1. Decrease Victimization/The Office Rate
Action plan:	1.1 Traffic Safety
Specific objective:	1.1.1 Development and Implementation of Hamilton Traffic Safety Strategy
Priority:	High
Project scope:	The scope of this project is to develop and implement a comprehensive traffic safety strategy in Hamilton with a primary focus on reducing traffic fatalities and personal injuries on the city's roadways. The project will involve collaboration with municipal and provincial partners to enhance education, enforcement, and the road environment. Additionally, the project aims to implement a coalition regarding and advanced traffic analytics to improve safety measures.
<b>2. Activities</b>	
<b>Detail plan of activities and expected due date:</b>	
1) Work closely with municipal and provincial partners, including other law enforcement agencies, local government, and transportation authorities, to establish a unified approach to traffic safety. 2) Develop partnerships to enhance education, enforcement, and environmental initiatives on Hamilton roadways. For example, formalize strategy for Commercial Motor Vehicle (CMV) enforcement including partnership with MTO and with the City of Hamilton Traffic to work on coordinate education, enforcement and data sharing agreement. 3) Develop educational campaigns and programs aimed at raising public awareness of safe driving practices, including the dangers of speeding, distracted driving, and impaired driving. 4) Collaborate with city planners and engineers to implement recommended road improvements. 5) Strengthen traffic law enforcement efforts by implementing targeted enforcement campaigns and initiatives, such as speed limit enforcement zones and impaired driving checkpoints. 6) Streamline the reporting process to expedite response times and gather valuable data for safety analysis. 7) Create staffing increase to optimize call. 8) Create CMV dedicated unit to focus on enforcement. 9) Validate community traffic complaints through integrated traffic data strategy. 10) Utilize data-driven strategies to identify high-risk areas for enforcement and improve offender management (e.g., create a framework for score based on traffic offender management, and data-driven enforcement strategy for TSO / Patrol with CMV and the City of Hamilton).	

# Proposed Methodology continued 3



# Proposed Methodology continued 4

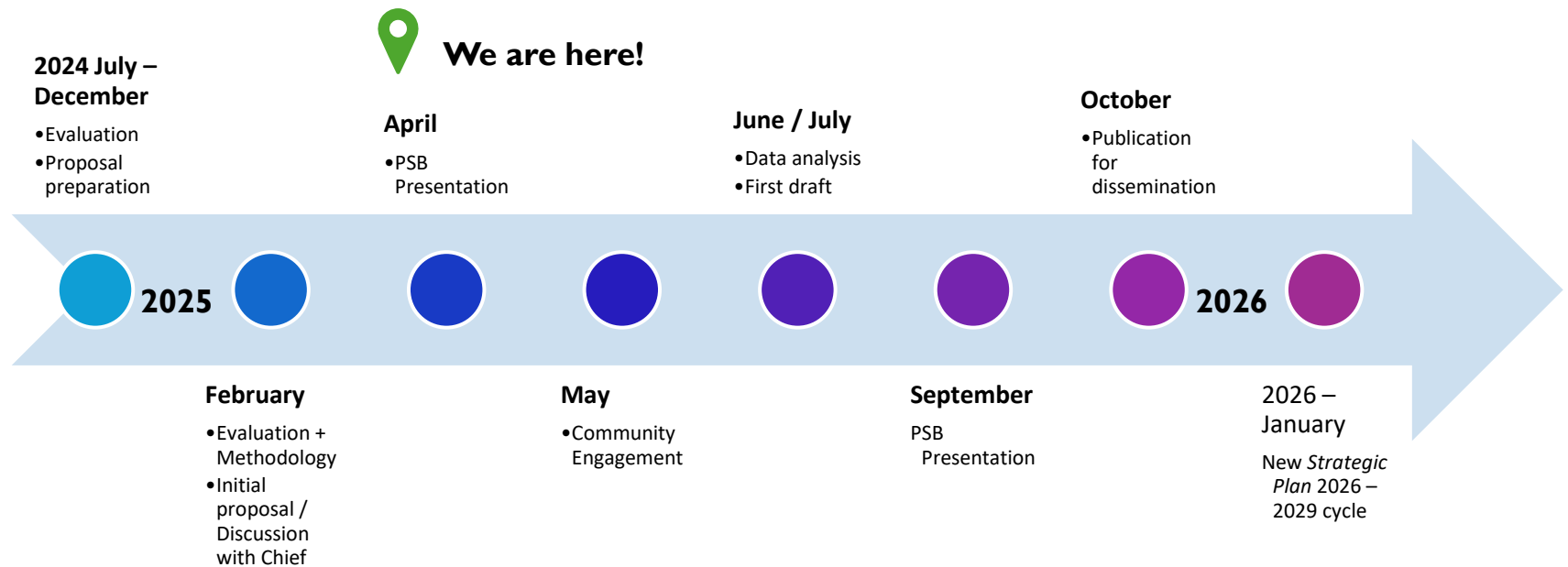
- ▶ Commitment to execution (Action plans)
- ▶ Project management approach to support strategic priorities (Project-based)
- ▶ Accountability and responsibility (RACI)
- ▶ Resources and effectiveness (Dashboard + indicators)
- ▶ Communication plan (Radiators)

# Proposed Consultation Strategy

Participants	Engagement Method	Tentative Dates
Police Service Board members	Meetings and collaboration	April 24, 2025
<ul style="list-style-type: none"> <li>• Diversity and Faith</li> <li>• Business Association</li> <li>• Elected Officials</li> <li>• First Responders</li> <li>• School and Educational Institutions</li> <li>• Community Safety &amp; Well-Being Partners</li> </ul>	Facilitated sessions	May 20, 21 or 28, 2025
Niagara Region Community	Online survey	May 1-30, 2025
NRPS Members	Survey and sessions	May 1-30, 2025 May 29-30, 2025
Police Service Board members	Meetings and collaboration	September 25, 2025



# Roadmap



# Next Steps

- ✓ Meet with Chief to present proposed methodology and roadmap
- ✓ Meet with ELT to present methodology and roadmap
- Present proposal at PSB (April 24, 2025)
- Execute plan to develop new Strategic Plan 2026-2029 (Starting on April 25, 2025)