



Be who we serve

2020 – 2022 Diversity, Equity & Inclusion Strategic Plan

MESSAGE FROM BOARD CHAIR KENNETH GANSEL

On behalf of Niagara Police Services Board, I am pleased to introduce the Diversity, Equity & Inclusion Strategic Plan for the Niagara Regional Police Service (NRPS) for years 2020 - 2022. This strategy sets out how, over the next three years we will promote a culture of inclusivity, be a police service that reflects the communities we serve and strengthen the relationships with our community partners.

Embedding diversity, equity and inclusion into all that we do is an essential ingredient for success. This can only be achieved if we understand, embrace and value differences within our communities and our workforce. There are important benefits and reasons for wanting to be a more inclusive and diverse police service. It is 'the right thing to do'; it builds stronger community relations; trust and confidence; maximizes employee health, well-being and productivity; and enables the NRPS to recruit and retain the best available talent. This in turn improves the quality of policing service to the public, making it more accessible and responsive to different needs.

The Board is fully committed to this strategy and looks forward to working with the Chief of Police and the Niagara Regional Police Service so that together, we can deliver the best possible service to all groups which make up the wonderful tapestry of people who bring differences and uniqueness to our great Region. I would encourage everyone to read this strategy and find ways in which you can actively support our efforts to change.



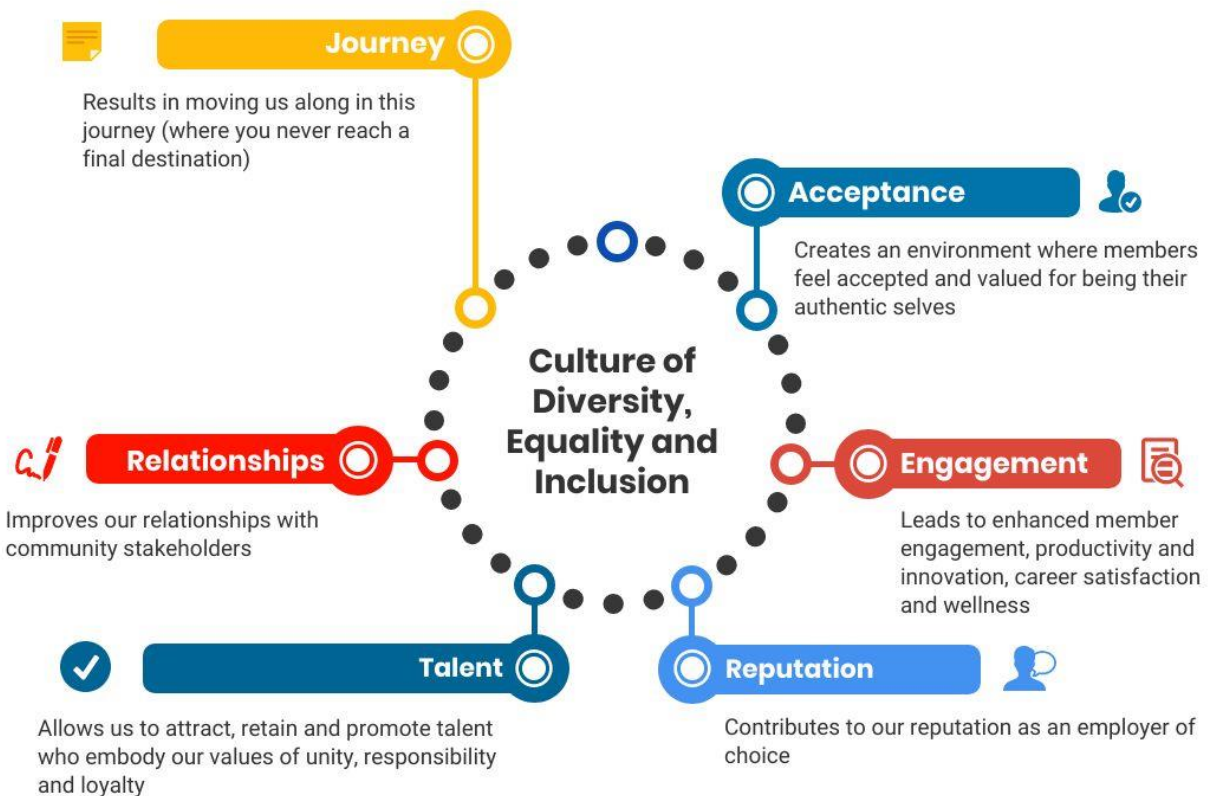
Kenneth A.W. Gansel

Board Chair

MESSAGE FROM CHIEF BRYAN MACCULLOCH

It's my firm belief that advancing diversity, equity and inclusion within the Niagara Regional Police Service will enhance our ability to achieve our mission of providing quality policing services with integrity, diligence and sensitivity.

Our Service Strategic Plan (from which this plan flows) recognizes that police cannot contribute to community safety and well-being in a vacuum and require collaboration with a vast array of stakeholders from the business community, social services, equity seeking groups, education institutions, etc. Advancing a culture that embraces diversity, equity and inclusivity, provides compounding benefits:



I am proud of the work that has been done so far and optimistic about our ability to progress in meeting the objectives of this plan. I also recognize that a key element to creating a culture of diversity, equity and inclusion requires the talk and action of leadership. As the Chief of Police, I am committed to further success through collaboration with our members and community.

Bryan MacCulloch M.O.M. BA, MA

A handwritten signature in black ink, appearing to read "Bryan MacCulloch". The signature is fluid and cursive, with the first name "Bryan" being more prominent and the last name "MacCulloch" following in a similar style.

Chief of Police



INTRODUCTION

Police play a unique role in society; being entrusted to serve, protect and enforce the laws within the communities where they live, work and play. The Niagara Regional Police Service recognizes the significance of the authority entrusted to our members by the community we serve, and the critical importance of maintaining public confidence in policing. It is our Mission to provide quality policing services with integrity, diligence and sensitivity. Our ability to effectively accomplish this mission requires embracing the principles of diversity, equity and inclusion. By developing and implementing this strategic plan, we will advance our vision to be an organization of excellence, effectiveness and relevance to our diverse community. We will accomplish this through honest and open dialogues with our community partners as well as our members, seeking the diversity of thought necessary to develop and implement creative and impactful solutions to policing concerns, while holding ourselves accountable to our objectives.

The Importance of Diversity, Equity & Inclusion to Policing

NPRS is committed to our Values of providing responsive, diversity-competent service, effective community engagement and being an employer of choice for individuals with diverse talents and skills. To do that, we understand the need to address negative realities and perceptions that impede trust and collaboration between the public and police. Diversity, equity and inclusion is essential, in allowing our members and the community to see a police service that is reflective of themselves, thereby enhancing fair and unbiased policing services that are provided with compassion and understanding. In this way, we can work to erode barriers while fostering open communication, mutual understanding, engagement, and the well-being of our dedicated members.

Our Journey Toward “Building Inclusiveness...One Step at a Time”

The “Building Inclusiveness...One Step at a Time” diversity plan provided the foundational beginning of the NRPS’s formal journey to join visionary organizations that intentionally adopt diversity, equity and inclusion as a strategic priority.

Through that plan, we successfully laid groundwork that we will continue to build upon. We appointed a Diversity Officer to advance our efforts to engage communities of focus, and implemented programs such as “Diversity Tours” to provide members an introduction and opportunity to interact with Niagara’s diverse local community.

The Chief of Police - Community Inclusion Council – a collective of 22 representatives from external organizations who each represent diverse communities of focus within the Niagara Region was established.



There is still work to be done. The Niagara Region not only attracts visitors from all over the world, but the demographics of our population are becoming increasingly diverse. According to the latest 2016 Census:

- Approximately 6% of residents identify as Indigenous, or having indigenous ancestry
- Nearly 9% of residents identify as racialized
- 16% of residents do not identify English as their first language
- Women comprise 52% of Niagara's population

In recognition that our Service is currently under-represented among equity seeking groups, we are dedicated to the continuous pursuit of excellence through the development, implementation and administration of this plan. We are committed to improving the diversity of our workforce, enhancing relations with communities of focus, and embedding the principles of diversity, equity and inclusion within the culture of our organization.

Goal 1

Promote a culture of inclusivity within the Service

The Niagara Regional Police Service is committed to organizational excellence and recognizes that the wellbeing of our members is elevated and enhanced by a healthy and respectful work environment that supports fairness, opportunity, a sense of belonging, and promotes diversity, equity and inclusion.

Strategic Objective	Performance Metric	Target
1.1 Form an internal committee of members who will oversee the implementation of the Diversity Strategic Plan.	a. Internal Inclusion Committee formed	<ul style="list-style-type: none"> Invite members to participate by the end of Q-2 2020. Terms of Reference approved by Q-4 2020. Establish a baseline of members who self- identify as belonging to an equity seeking group by the end of Q-4 2020. <p>Facilitators: Deputy Chief, Support Services and Diversity Officer</p>

Strategic Objective	Performance Metric	Target
<p>1.2 Provide members with diversity, equity and inclusion resources and training.</p>	<p>a. Create a dedicated IRIS webpage containing information and events related to diversity, equity and inclusion.</p> <p>b. Develop training related to diversity, equity and inclusion that is delivered to all new members within their first year of employment.</p>	<ul style="list-style-type: none"> • Complete by the end of Q2 2020. <p>Facilitators: Corporate Communications and Diversity Officer</p> <ul style="list-style-type: none"> • Assess current training by the end of Q-2 2020. • Identify training needs by end of Q-4 2020. • Implement training program by end of Q-2 2021. • Provide 4 "lunch and learns" and 3 diversity tours each year. • Commit a budget line to track dollars spent on diversity, equity and inclusion related training. <p>Facilitator: Superintendent, Executive Services</p>

Strategic Objective	Performance Metric	Target
<p>1.3 Address barriers to professional development within the Service that hinder members of equity seeking groups.</p>	<p>a. Assess the existence of any systemic barriers in the Service.</p>	<ul style="list-style-type: none"> • Submit a report with recommendations for action by the Executive Leadership Team by the end of Q-4 2020 <p>Facilitators: Co-Chairs, Internal Inclusion Committee</p>
<p>1.4 Support the development of Employee Resource Groups (ESGs) for members of equity seeking groups.</p>	<p>a. Creation of member-led ESGs to provide a sense of belonging to members of equity seeking groups</p>	<ul style="list-style-type: none"> • One ESG will be formed by the end of Q-4 2021. <p>Facilitators: Co-Chairs, Internal Inclusion Committee</p>

Goal 2

Be a police service that reflects the community we serve

The Niagara Regional Police Service's Mission is to provide quality policing services with integrity, diligence and sensitivity to the community we serve. We are committed to reflecting our community as it continues to evolve and diversify.

Strategic Objective	Performance Metric	Target
<p>2.1 Attract individuals from equity seeking groups through focused recruiting efforts.</p>	<p>a. Number of focused events on equity seeking groups.</p> <p>b. Diversity of applicant pool.</p>	<ul style="list-style-type: none"> • Host and/or attend 10 events focused on equity seeking groups. • Establish a baseline for the number of applicants who self-identify as belonging to equity seeking groups by the end of 2020; Increase the number of applicants who self-identify as belonging to equity seeking groups year-over-year <p>Facilitator: Superintendent, Executive Services</p>

Strategic Objective	Performance Metric	Target
<p>2.2 Ensure our Recruiting Unit members and senior leadership is trained in diversity, equity and inclusiveness.</p>	<p>a. Develop and implement a diversity, equity and inclusiveness training course for members seeking job postings in the Recruiting Unit.</p> <p>b. Recruiting Unit applicants must demonstrate proficiency in diversity, equity and inclusion for posting consideration.</p> <p>c. Develop and implement a diversity, equity and inclusiveness awareness training for senior leadership of the organization.</p>	<ul style="list-style-type: none"> • Training to be completed within one year of job posting to unit. <p>Facilitator: Superintendent, Executive Services</p> <ul style="list-style-type: none"> • At least 2 pre-posting diversity, equity and inclusion activities completed by applicants. <p>Facilitator: Superintendent, Executive Services</p> <ul style="list-style-type: none"> • Training to be completed by the end of Q- 4 2020. • Future senior leaders are to complete awareness training within one calendar year of appointment. <p>Facilitator: Superintendent, Executive Services</p>

Goal 3

Strengthen relationships with our community partners

The Niagara Regional Police Service is committed to maintaining an ongoing inclusive dialogue with all members of our diverse community. We are committed to continue communicating and working collaboratively to develop innovative solutions to identified community concerns.

Strategic Objective	Performance Metric	Target
3.1 Collaborate and engage with community partners who represent equity seeking groups.	a. Chief of Police - Community Inclusion Council (CoP-CIC) meetings. b. Outreach efforts to youth and students.	<ul style="list-style-type: none"> • Assess CoP-CIC satisfaction by the end of 2021 with a target of 80% satisfaction among survey respondents. <p>Facilitator: Chief of Police</p> <ul style="list-style-type: none"> • Attend at least 2 International Student orientations per year at Brock University and Niagara College. • Allocate 5 spots for non-member youth from Indigenous and equity seeking groups to participate in "Take Your Kids to Work Day" in 2020. Increase by 2 spots in 2021. <p>Facilitators: Diversity Officer and O.I.C. Community Engagement</p>

Strategic Objective	Performance Metric	Target
<p>3.2 Communicate the strategic objectives of this plan with the community.</p>	<p>a. Demonstrate transparency by utilizing on-line digital media platforms.</p> <p>b. Number of newcomer information videos on safety and the law in Canada available in different languages.</p>	<ul style="list-style-type: none"> • Completed by the end of Q-4 2020. <p>Facilitators: Corporate Communications and Diversity Officer</p> <ul style="list-style-type: none"> • Produce videos in 5 languages by the end of Q-4 2022. <p>Facilitator: Superintendent, Executive Services</p>
<p>3.3 Provide opportunities for members to represent the Service and engage with associations that represent equity seeking groups (e.g. Ontario Women in Law Enforcement, Association of Black Law Enforcers, Serving with Pride).</p>	<p>a. Member participation in professional associations and related groups.</p>	<ul style="list-style-type: none"> • Establish a baseline of members involved in equity seeking professional associations and related groups by the end of Q-4 2020. • Increase membership in professional associations and related groups by 10% year over year. • Commit a budget line for the 2021 Budget to enable tracking of dollars spent and member attendance. <p>Facilitator: Superintendent, Executive Services</p>