

# Regional Municipality of Niagara Police Service Board

# NIAGARA REGIONAL **POLICE** SERVICE

## 2024-2025 Diversity Plan Niagara Regional Police Service



**BE WHO WE SERVE**

Niagara Region is situated on treaty land. This land is steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, and the Anishinaabe, including the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit people from across Turtle Island that live and work in Niagara today. The Regional Municipality of Niagara stands with all Indigenous people, past and present, in promoting the wise stewardship of the lands on which we live.

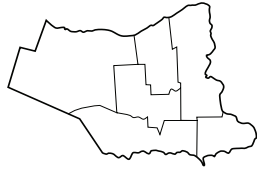
# LAND ACKNOWLEDGMENT



# TABLE OF CONTENTS

---

## WELCOME



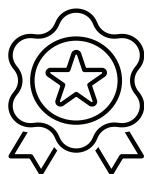
- 02 Land Acknowledgment
- 03 Table of Contents
- 04 Message from the Chair, Police Services Board
- 06 Message from the Chief of Police

## PART OF OUR COMMUNITY



- 08 Introduction
- 09 The Evolving Landscape of Equity, Diversity, and Inclusion in Policing
- 09 Our Path Forward
- 10 Niagara by the Numbers

## GOALS



- 12 2024-2025 Goals
- 14 Goal 1 Breakdown
- 17 Goal 2 Breakdown
- 18 Goal 3 Breakdown





# MESSAGE FROM THE CHAIR OF THE POLICE SERVICE BOARD



Equity and Inclusion Strategic Plan that was launched in 2020. It was a groundbreaking plan that included nine strategic objectives to improve areas within the Service and for the community. Many positive results have been achieved but there is much more we must do to continue the momentum of the initial Diversity Plan.

The creation of the 2024-2025 Diversity Plan involved consultation with a variety of community groups and organizations, internal resources, and a scan of best practices with policing partners across the province. This Plan demonstrates our Board and Service commitment to engage better – externally and internally – as we continue to modernize, learn, and grow. It presents new

avenues for improvement while building on past successes to provide better service delivery and operational excellence.

Our Service and its members are committed to building a safer and more inclusive Niagara Region. The 2024-2025 Diversity Plan provides, in part, a road map to position us for success. We have begun the process of implementing a variety of pieces in this Plan and will continue to follow its guidance as we move forward with our efforts to modernize and better serve the Niagara Region community. We, however, cannot do this alone. This Plan outlines the importance of engaging continually with diverse community groups, our own members, advocates, and

On behalf of the Regional Municipality of Niagara Police Service Board we are proud to present the 2024-2025 Diversity Plan for the Niagara Regional Police Service to our community. This Plan builds on the initial three-year Diversity,

## The Regional Municipality of Niagara Police Service Board



Board Vice-Chair  
Nyarayi  
Kapisavanhu



Board Member  
Pat Chiochio



Board Member  
Kevin Gibson



Board Member  
Laura Ip



Board Member  
Tara McKendrick



Board Member  
Bill Steele





experts in Niagara Region. By approaching this in a collaborative way, we can work towards the goal of better representing the community we serve.

Throughout the duration of this Plan and into the future, our Equity, Diversity, and Inclusion (EDI) Unit, in collaboration with Senior Leaders and working group members, will continue to turn the highlighted recommendations into meaningful and lasting change. We hope you will take the time to review this Plan and in partnership with us create a stronger, safer, and more vibrant Niagara Region where everyone thrives.

To achieve our aims, we must act boldly against the structural barriers underpinning racial

inequality. We must create an organization where diverse groups are reflected in the people and lived experiences around them. We must create safe spaces for difficult conversations, and we must learn the truth about institutionalization of discrimination to implement the remedies. This work is not easy, yet it is necessary and overdue.

EDI is part of an ongoing transformation, not an endpoint or a box to check off, and there is still a long way to go. Together, we now have a path that will allow us to embed EDI in all that the Niagara Regional Police Service does, and to create safe spaces so all can feel acknowledged, valued, and respected.

Thank you – and please join us on this journey for a better tomorrow.



Jen Lawson  
Board Chair



# MESSAGE FROM THE CHIEF OF POLICE



of our community, we are actively working with our community partners to enhance and solidify relationships to ensure that all those who call Niagara home, or who visit our Region, feel safe.

The Chief of Police Community Inclusion Council, which brings partners to the table from a variety of Indigenous and diverse groups, continue to have valuable conversations, share insights, and learn from, and with, each other.

The Niagara Regional Police Service, through the daily work of our sworn and professional staff members, is dedicated to serving and protecting the residents and visitors within the Regional Municipality of Niagara.

In our commitment to providing bias-free policing to all members

Since the creation of the Service's Equity, Diversity, and Inclusion Unit in early 2021, our members continue to be engaged in ongoing dialogue and consultation with the various Indigenous and diverse groups, and their allies, to address areas of concern.

This Diversity Plan continues to build upon the advancements and foundations that have been put in place in previous Strategic Plans; while ensuring that those voices were also heard to help guide the path forward of the Service.

Internally, we continue to have difficult and open conversations, as we work to enhance a culture of inclusion and make our workplace one where everyone feels valued, included, and heard.

This Diversity Plan will continue to shape and guide our efforts, as we continue to move forward together, recognizing that this is not a path we can walk alone.

As a team, we remain dedicated to ensuring the success of this strategic path forward through strong leadership and a commitment to listening to, and working with our community and our members.



Deputy Chief  
Luigi Greco



Deputy Chief  
Todd Waselovich

A handwritten signature in blue ink that reads "Bill Fordy".

Bill Fordy, O.O.M.









# INTRODUCTION



The police hold a distinctive position in society as they are responsible for serving, safeguarding, and upholding the laws of the communities in which they serve.

The NRPS acknowledges the importance of the authority entrusted to its members by the community and the critical role of preserving public trust in policing. Our goal is to provide high-quality policing services with integrity, diligence, and sensitivity, and we recognize that achieving this requires embracing diversity principles.

Our organization's vision is to become an excellent, effective, and relevant police service for our diverse community, which we aim to achieve by engaging in honest and open dialogue with both community partners and members. By embracing equity, diversity, and inclusion, we strive to develop and execute creative and impactful solutions to policing issues while holding ourselves accountable to our objectives, as outlined in this diversity plan.







## The Evolving Landscape of Equity, Diversity, and Inclusion in Policing

The NRPS strives to provide the communities we serve with policing excellence. We do this by prioritizing equity, diversity, and inclusion initiatives and engaging with our communities, and fostering a workplace environment where members are given opportunities to showcase their unique strengths and become involved in their areas of interest.

To do that, we understand the need to address perceived negative experiences and opinions that hinder trust and cooperation between the public and police. Diversity is essential in allowing our members and the community to see and become a police service that is reflective of the communities it serves, thereby enhancing recruiting and policing services that are provided with empathy and sensitivity. By taking these steps, we can enhance the effectiveness with which we recognize and eliminate barriers and discrimination, such as relationships with the Indigenous, and other diverse communities, while maintaining a professional culture where both member wellness and community safety are considered critical elements of a successful strategy.

## Our Path Forward

The 2024-2025 “Be Who We Serve” Diversity Plan builds upon foundations and relationships as the Niagara Regional Police Service remains an organization that upholds equity, diversity, and inclusion as a strategic priority, as outlined in the Service’s 2022-2025 Strategic Plan.

In the development of the Diversity Plan, it was imperative that we consulted with, and listened to, the input from various interested and affected individuals, including Indigenous and diverse groups, faith leaders, elected officials and other first responders to ensure we were representing our entire community.





# NIAGARA BY THE NUMBERS



**In serving our community we recognize that 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 2021 Statistics Canada Census:**

- Approximately 3% of residents identify as Indigenous, 4% identify as having Indigenous ancestry
- 13% of residents identify as racialized
- 17% of residents do not identify English as their first language, including 2.3% who identify French as their first language
- Women comprise 51% of Niagara's population
- 385 people identified as non-binary, 370 as transgender women, and 315 as transgender men
- 665 international students were reported at Brock University in 2023, and more than 3,000 international students were also reported at Niagara College
- There are 145 female officers within the Niagara Regional Police Service, making up 18% of our Sworn compliment





Understanding the need for our Service to be reflective of the community we serve, we are committed to the continued growth of representation across our Service, reflective of those who live and work in the Niagara Region.

The NRPS pursues excellence in all areas, including equity, diversity, and inclusion. This diversity plan is an integral part of that focus. We will continue our path toward an inclusive and respectful workplace and community, strengthening relationships and recognizing the value of a diverse workforce and community. The Service is committed to continuing to build trust with Indigenous and diverse members of the community, recognizing that there are barriers to reporting incidents to police for investigation. The Service continues to utilize the #StopHateNiagara campaign to educate Service members as well as the community on how to report incidents for thorough investigation, while building community trust. Leveraging relationships with the Niagara Folk Arts Multicultural Centre, information was translated into several different languages and posted online while also shared in direct outreach with communities.

Continuing the path and commitment of the NRPS to diversity, the Service has held numerous internal learning opportunities including education regarding asylum seekers, black history, cultural awareness of the Islamic community, as well as truth and reconciliation through the lens of an Indigenous person.

The Service continues to embed cultural humility with new recruits through ongoing and interactive learning opportunities with local faith-based groups through a diversity tour which is embedded in their recruit training.

Externally, the Service remains committed to enhanced awareness and understanding of what a career in policing entails by hosting focused information sessions with various equity-deserving groups such as South Asian, Black community, 2SLGBTQIA+ and the Indigenous communities.

Embedded within the Service website ([niagarapolice.ca](https://niagarapolice.ca)), the Service continues to promote videos that break down perceived societal barriers to policing, and understanding laws in Canada, through videos that have been translated into several languages and are accessible to newcomers to Canada. In addition, the Service is leveraging technology to enhance communication between frontline officers and Deaf/Hard of Hearing, as well as non-English speaking, members of the public.

In recognition of the importance that Internal Support Networks (ISN) play within the cultivation of a flourishing and inclusive workplace, the Service has supported the creation of an ISN while also supporting the future creation of specific groups to address areas within the Service.

We strive to continue to incorporate an organizational culture that is dedicated to anti-racism, and the path towards eliminating all forms of discrimination for all members within the Service and to the community we serve.



# 2024-2025 GOALS

## GOAL 1

### *FOSTER A CULTURE OF EQUITY, DIVERSITY, AND INCLUSION WITHIN THE SERVICE*

The NRPS recognizes that our members are our greatest asset. By committing to diversity initiatives that promote member wellness, we can achieve organizational excellence.

## GOAL 2

### *REFLECT THE COMMUNITY WE SERVE*

The aim of the NRPS is to offer high-quality policing services that is characterized by integrity, diligence, and sensitivity to the community we are entrusted to police. We are dedicated to reflecting the community we serve as it undergoes continuous evolution and diversification.

## GOAL 3

### *COLLABORATE WITH OUR COMMUNITY PARTNERS TO BUILD AND STRENGTHEN RELATIONSHIPS*

The NRPS will continue its commitment to engaging with community partners that represent our diverse communities and all who recognize diversity as a valued pursuit. Through collaborative efforts that are based in respect and learning we will address any concerns and issues, participate in ongoing dialogue and find responsive solutions that will make us better as a Service and as a community. We will work together with our communities to sustain strong relationships that aim to ensure understanding and respect for everyone.





WELCOME TO

POLICE

G. Mohammad

NRPS  
BASKETBALL

Wilson  
EVOLUTION





## GOAL 1

# FOSTER A CULTURE OF EQUITY, DIVERSITY, AND INCLUSION WITHIN THE SERVICE

STRATEGIC OBJECTIVE	PERFORMANCE METRIC	TARGET
<b>1.1</b> <b>Promote a culture that embraces diversity.</b>	Web page and calendar created and updated annually.	Create an updated internal webpage and calendar containing information and events relating to diversity.  Champion: Equity, Diversity, and Inclusion Unit, Corporate Communications Unit, Office of the Chief of Police
	Number of events held annually.	Provide six diversity related internal learning events to all members of the Service annually.  Champion: Superintendent Executive Services
	Increase attendance to internal learning diversity-related events by 5% annually.	Number of attendees who participated in an online or in person diversity related internal learning event.  Champion: Superintendent Executive Services
	Number of members who belong to diverse associations (ie. OWLE, ABLE, Serving with Pride) and the number of diverse associations.	Identify potential diversity related association memberships to offer members on an annual basis.  Create the framework and establish a baseline of members involved in Indigenous and diverse professional associations and related groups by end of Q4- 2024.  Champion: Superintendent Executive Services



STRATEGIC OBJECTIVE	PERFORMANCE METRIC	TARGET
<p><b>1.1 Continued</b>  <b>Promote a culture that embraces diversity.</b></p>	<p>Number of diversity presentations and Diversity Tours completed.</p>	<p>Conduct at least 4 diversity-related presentation and diversity tours annually.</p> <p>Include diversity training in the Service’s supervisor training course for all new supervisors starting 2024, including anti-racism, and anti-bias.</p> <p>Create Indigenous and diversity-related training for new professional staff during onboarding starting 2024.</p> <p>Champion: Superintendent Executive Services</p>
<p><b>1.2</b>  <b>Identify and address barriers within the Service that may disadvantage members of Indigenous and diverse groups and review General Orders for diversity compliance.</b></p>	<p>Number of systemic barriers identified and addressed.</p>	<p>A PRIORITY</p> <p>Retain a consultant to review all policies related to human resources.</p> <p>GO – 002 – Constable Recruitment  GO – 004 – Rank Reclassification-Constable  GO- 017 – Coach Officers (section on selection)  GO – 049 – Dress Code  GO – 053 – Use of Force  GO – 069 – Death of a Service Member  GO – 083 – Equal Opportunity  GO – 105 – Uniform Promotion System  GO – 159 – Civilian Job Classification System  GO – 170 – Acting Rank  GO – 189 – Uniform Job Posting Guidelines  GO – 200 – Civilian Posting Guidelines  GO – 217 – Accessibility  GO – 232 – Senior Civilian Officer Job Evaluation System</p>



STRATEGIC OBJECTIVE	PERFORMANCE METRIC	TARGET
<p><b>1.2 Continued</b>  <b>Identify and address barriers within the Service that may disadvantage members of Indigenous and diverse groups and review General Orders for diversity compliance.</b></p>	<p>Number of systemic barriers identified and addressed (continued).</p>	<p>B PRIORITY</p> <p>GO – 030 – Training and Career Development  GO – 029 – Conduct Complaints and Discipline  GO – 047 – Work Accommodation Program  GO – 051 – Attendance and Wellness Support Program  GO – 081 – Chaplains  GO – 131 – Awards and Commendations  GO – 155 – Related Members Conflict of Interest</p> <p>Consider during or after corporate Performance Appraisal Program Review:</p> <p>GO – 013 – Senior Management Performance Appraisal and Development Plan  GO – 014 – Police Performance Appraisal and Development Plan  GO – 015 – Civilian Performance Appraisal and Development Plan</p> <p>Proposal to review is already being considered:</p> <p>GO – 104 – Respectful Workplace  GO – 222 – Workplace Violence  GO – 018 – Persons in Custody</p> <p>Champion:  Superintendent Executive Services</p>
<p><b>1.3</b>  <b>Support the formalization of Internal Support Networks (ISN) for members.</b></p>	<p>Creation of a framework to establish ISNs.</p> <p>Creation of a policy to govern ISNs.</p>	<p>Introduce a framework and a policy at the Internal Inclusion Committee (Global ISN) level to review existing ISNs and create new ones as needed, this should be established by the end of 2024.</p> <p>Champion:  Deputy Chief, Support Services</p>





## GOAL 2

# REFLECT THE COMMUNITY WE SERVE

STRATEGIC OBJECTIVE	PERFORMANCE METRIC	TARGET
<b>2.1</b> <b>Reflect the community we serve in NRPS membership.</b>	Number of members who self-identify as belonging to an Indigenous or diverse group.	<p>Include a voluntary question on the member onboarding survey that asks if a member identifies as part of an Indigenous or diverse group by end of 2024.</p> <p>Champion: Superintendent Executive Services</p>
<b>2.2</b> <b>Continue to attract individuals from Indigenous and diverse groups through focused recruiting efforts.</b>	Number of applicants from Indigenous and diverse groups.	<p>Conduct at least four focused recruiting events based on the community demographics identified.</p> <p>By the end of 2025, increase the representation of Indigenous and diverse communities in NRPS recruitment processes by 10% through strategic partnerships and targeted outreach efforts.</p> <p>Champion: Superintendent, Executive Services</p>
<b>2.3</b> <b>Build trust with diverse communities.</b>	Increased measure of positive sentiment regarding online engagement and impressions from the public.	<p>Recognize and highlight members who have engaged in initiatives with Indigenous and diverse groups.</p> <p>Champion: Office of the Chief of Police</p>
<b>2.4</b> <b>Establish specific diversity training for members of the Recruiting Unit and Senior Leadership to ensure a safe workplace in compliance with Human Rights legislation.</b>	Training to be completed within 12 months of successful placement in the Recruiting Unit.	<p>Implement a diversity-related training course for members in the Recruiting Unit and those seeking positions in the Recruiting Unit before the end of 2024. Examples of this training are the Human Rights training, anti-bias training, AODA training, and anti-racism training.</p> <p>Champion: Superintendent, Executive Services</p>
	Number of Senior Leadership Team members who have received the diversity training.	<p>Complete one training annually on diversity awareness for Senior Leadership of the Service in 2024-2025.</p> <p>Champion: Superintendent, Executive Services</p>



## GOAL 3

# COLLABORATE WITH OUR COMMUNITY PARTNERS TO BUILD AND STRENGTHEN RELATIONSHIPS

STRATEGIC OBJECTIVE	PERFORMANCE METRIC	TARGET
<b>3.1</b> <b>Collaborate and engage with community partners who represent Indigenous and diverse groups.</b>	Number of engagements.	<p>Conduct eight Chief of Police – Community Inclusion Council (CoP – CIC) meetings annually.</p> <p>Attend a minimum of 10 community events annually.</p> <p>Champion: Superintendent, Executive Services</p>
	Enhance relationships with newcomers to the community.	<p>Conduct seven presentations to community partners per year focusing on safety, legal rights, and laws in Canada.</p> <p>Champion: Superintendent, Executive Services</p>
	Enhanced Relationships with the Indigenous Community.	<p>Attend a minimum of four Indigenous community events annually.</p> <p>Attend a minimum of six Indigenous youth-related programs per year.</p> <p>Allocate spots for non-member youth from Indigenous groups to participate in “Take Your Kids to Work Day” annually.</p> <p>Develop training to increase awareness in Indigenous traditions, culture, and history in 2024 and implement it in 2025.</p> <p>Champion: Superintendent Executive Services</p>
	Number of events to enhance relationships with students at post-secondary educational institutions.	<p>Attend at least two international student orientations per year at Brock University and Niagara College combined.</p> <p>Champion: Superintendent, Executive Services</p>
	Number of social media posts.	<p>Create social media campaign to increase awareness of police oversight reporting.</p> <p>Champion: Corporate Communications Unit, Office of the Chief of Police</p>







U GOT THIS

Go Folk Arts Go!!!

GO FOLK ARTS

NIAGARA FOLK ARTS FESTIVAL

POLICE

GO FOLK ARTS

FOLK ARTS





[WWW.NIAGARAPOLICE.CA](http://WWW.NIAGARAPOLICE.CA)