Winnipeg Police Board

A CULTURE OF SAFETY *FOR ALL*

Winnipeg Police Service Strategic Plan 2015-2019

2018 Update





Table of Contents

A Culture of Safety for All 4

Introduction 6

2018 Update 6

Our Planning Process 9

Goal 1: Less Crime & Victimization 9

1.1 Strategic direction: Strengthen pro-active policing through the Smart Policing Initiative 10

1.2 Strategic direction: Continue to focus resources toward a downtown safety strategy 10

1.3 Strategic direction: Continue efforts to prevent and suppress gang activity and recruitment 10

1.4 Strategic direction: Increase the use of restorative justice and diversion programming 11

1.5 Strategic direction: Focus efforts to improve traffic safety through enforcement and education 12

Goal 2: Engaged Communities 13

2.1 Strategic direction: Lead collective action to prevent crime through social development 13

2.2 Strategic direction: Work with our partners to protect vulnerable persons 14

2.3 Strategic direction: Enhance communication, transparency and accountability 14

2.4 Strategic direction: Enhance community relationships 14

2.5 Strategic direction: Continue to build a service that knows and reflects the communities it serves 15

Goal 3: Effective and Efficient Service 16

3.1 Strategic direction: Ensure the right people are in the right jobs in the right number 17

3.2 Strategic direction: Implement innovative technologies 17

3.3 Strategic direction: Instill a culture of continuous improvement 17

3.4 Strategic direction: Collaborate to reduce the demand for non-core policing activities 18

Goal 4: A Healthy Organization 19

4.1 Strategic direction: Enhance training and professionalism in the Service 19

4.2 Strategic direction: Enhance employee safety, health and wellness 19

Our Vision

A CULTURE OF

Our Mission

Build safe and healthy communities across Winnipeg through excellence in law enforcement and leadership in crime prevention through social development.

WHAT WE VALUE AND BELIEVE

WE VALUE:

Integrity
We act in an open, honest and trustworthy way in all of our interactions with each other and the public

Respect
We honour the diversity of individuals, showing understanding and acceptance for all people

Citizens and Communities
We conduct ourselves in a professional manner at all times, are above reproach and demonstrate pride and commitment to the people and communities we serve

Accountability
We make quality, ethical decisions that guide our individual and collective efforts and are responsible for our actions, use of resources and effectiveness

Courage
Whether serving on the streets or providing leadership and support, we will make tough decisions and take decisive actions to valiantly protect people and communities

WE BELIEVE:

- The safety and security of people, property and the community are a critical public interest
- In the rights of individuals and bias-free policing
- In the worth of each individual but in the reality that individuals and groups who engage in criminal behaviour must face the consequences and society must be protected from them
- Significant strides in preventing crime will happen when the risk factors of crime are appropriately addressed
- We must work collaboratively with the community and other justice, social services, health and community agencies who contribute time, resources and support, if we are to prevent crime in the long-term
- Our success depends upon the professionalism, innovation, skill and compassion of civilian and sworn members of the police service
- In the health, protection, well-being and professional development of our membership
- Effective governance is critical to ensuring accountability and effectiveness in the delivery of policing services

SAFETY *FOR ALL*

OUR GOALS AND STRATEGIES

1. LESS CRIME & VICTIMIZATION

a. Strengthen pro-active policing through the Smart Policing Initiative

b. Continue to focus resources toward a downtown safety strategy

c. Continue efforts to prevent and suppress gang activity and recruitment

d. Increase the use of restorative justice and diversion programming

e. Focus efforts to improve traffic safety through enforcement and education

2. ENGAGED COMMUNITIES

a. Lead collective action to prevent crime through social development

b. Work with our partners to protect vulnerable persons

c. Enhance communication, transparency and accountability

d. Enhance community relationships

e. Continue to build a service that knows and reflects the communities it serves

3. EFFECTIVE & EFFICIENT SERVICE

a. Ensure the right people are in the right jobs in the right number

b. Implement innovative technologies

c. Instill a culture of continuous improvement

d. Collaborate to reduce the demand for non-core policing activities

4. HEALTHY ORGANIZATION

a. Enhance training and professionalism in the Service

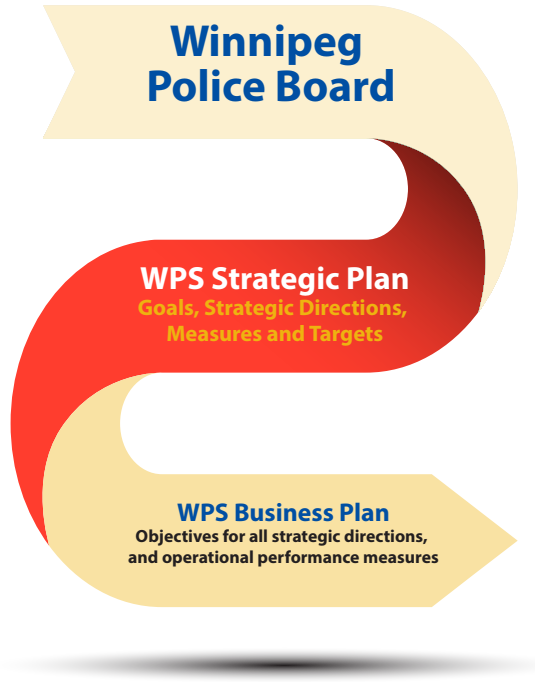
b. Enhance employee safety, health and wellness



Executive Summary

The Winnipeg Police Board's strategic plan for the Winnipeg Police Service gives high-level directions to the Service for it to implement over a five-year span. The goals, strategic directions and targets in this document support a vision of creating a culture of safety throughout Winnipeg. The strategic plan is the result of collaboration between the Board and the Service. It was informed by public input on community safety and policing priorities.

The Service adopts annual business plans to drive its implementation of the strategic plan. The business plans are published so the community can see the work that is being undertaken and how it will directly affect safety and crime issues in community members' own neighbourhoods.



Updating the plan for 2018

Every year, the Board will revisit the strategic plan to ensure it remains current and continues to reflect the Board's priorities for the Service. The Board monitors the local, national and international environment for policing and community safety. Based on the data the Board reviewed in 2017, the Board's vision for the Winnipeg Police Service continues to be creating a culture of safety for all, and the Board remains committed to the goals and strategic directions in the strategic plan.

For 2018, the Board is revising some of its original targets for the Winnipeg Police Service to meet by 2019. The new targets are more consistent with statistical data and trends observed in the environment for policing. The Board has also made some targets more focused, so the Police Chief and Service are only held accountable for performance in areas within their control. Crime in Winnipeg increases and decreases based on a variety of factors, including social and economic factors outside the control of the Board or the Service.

Some of the key changes to the strategic plan's targets are:

- In light of increasing crime since 2015, the Board has refined its targets for reducing the crime severity index and violent crime severity index in Winnipeg, making the targets more modest.
- The Board's target to reduce vehicle collisions due to distracted and impaired driving is more focused on the Service's mandate and capacity to accomplish that, recognizing that other factors and agencies also contribute to road safety.
- The Board eliminated its target that would keep budget increases to the rate of inflation – the new target commits the Service to annual efficiency projects. Since the Board does not set salaries and benefits for the Service and was established after the decision was made to move the Service to a new headquarters, the Board has limited options for controlling the Service's budget and could not meet the inflation-rate target without scrapping most other targets in this document. Moreover, the Board has a duty, on an annual basis, to provide its estimate of the costs to provide adequate and effective police service. The Board's estimate must be based on prevailing circumstances at the time, and the independent assessment of the Board cannot be fettered by predetermined arbitrary targets.
- The 2015 edition of the strategic plan announced a target for police strength per capita would be set in 2017, after a complement review. The Board's target is for the Service to achieve the national average of major police services.
- The Board's target for increasing the number of civilian members in the Service shifted from focusing on a ratio to focusing on two specific initiatives.
- Rather than simply assessing the Service's training needs, the Board's target for training now also includes implementing phased improvements.

Looking ahead

This strategic plan covers a five-year period extending from 2015 to 2019. The Board will, however, begin work on its next strategic plan in late 2018. Depending on when it is completed, the Board may adopt its next strategic plan a year early, covering the years 2019-2023.

The Board feels it may be appropriate to revisit and overhaul the strategic plan one year sooner because of shifting trends in crime and community safety. Compared to when this plan was adopted in May 2015:

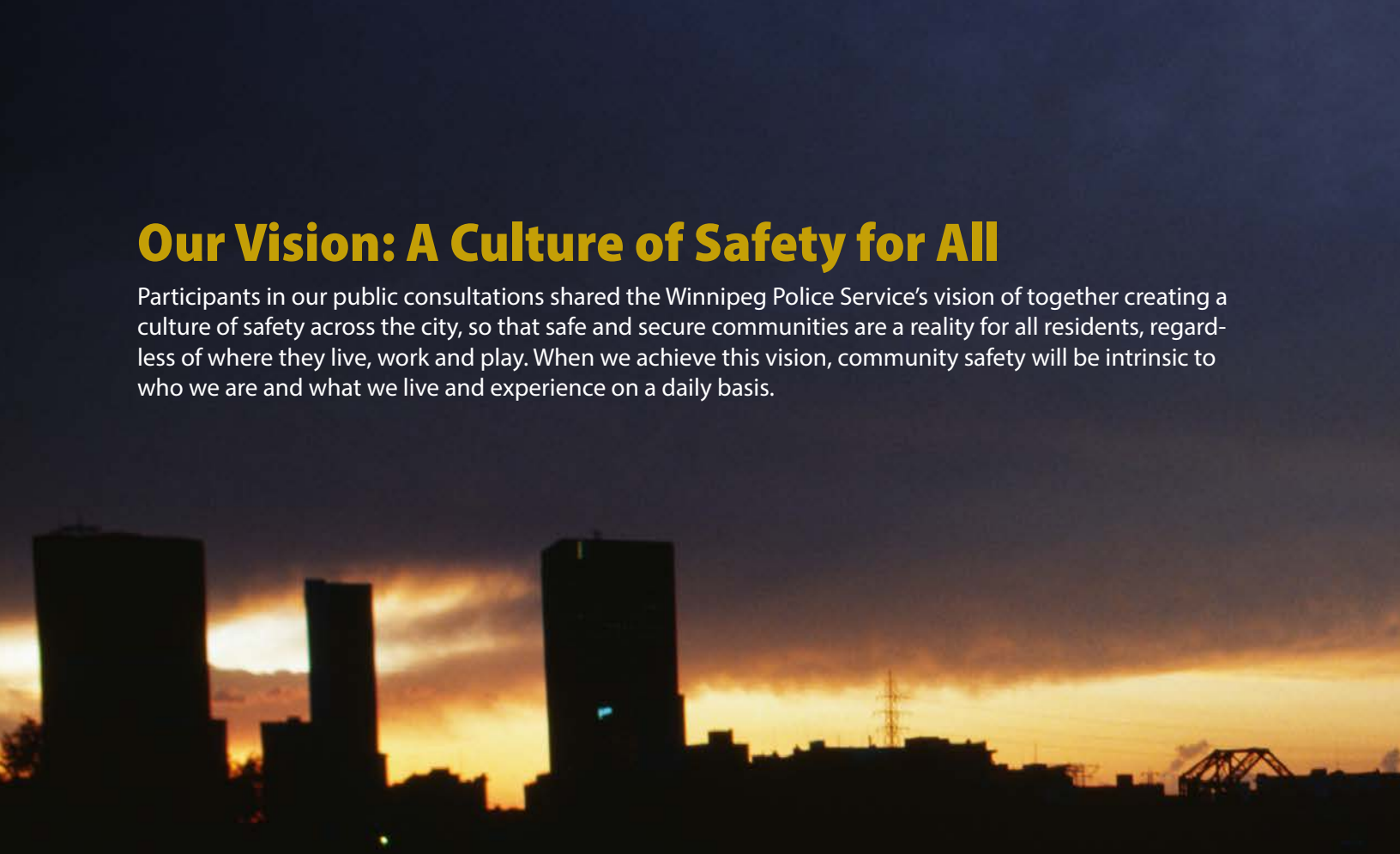
- Crime has increased after several years of decline
- Public and political appetite to invest in and expand police services is waning

Moreover, in 2018 the Board has an opportunity to dramatically increase the number of data points it uses to understand what the community needs, values and expects from police. The City of Winnipeg is conducting extensive public consultations as part of the Speak Up Winnipeg campaign, in support of the review of OurWinnipeg – the City's 25-year development plan. One of the five key areas of focus, which will guide public engagement activities associated with the OurWinnipeg review, is 'Health and Safety.' The City and the Board have entered into a partnership so that community input related to crime and public safety will benefit both entities.

The Board will take cues from the most current policing trends and community data to update or overhaul the strategic plan for 2019.

Our Vision: A Culture of Safety for All

Participants in our public consultations shared the Winnipeg Police Service's vision of together creating a culture of safety across the city, so that safe and secure communities are a reality for all residents, regardless of where they live, work and play. When we achieve this vision, community safety will be intrinsic to who we are and what we live and experience on a daily basis.



Our Goals

The Board and the Service have collaborated to establish the following four goals for the Winnipeg Police Service, toward achievement of this vision:

- **Less crime and victimization**
- **Engaged communities**
- **Effective and efficient service**
- **A healthy organization**

The Board and the Service have also articulated performance indicators for each goal to track progress.

This plan sets out high-level strategic directions for the Service, which require new investment, reallocation of resources, special focus, or a new approach or way of doing business. While each strategic direction is listed under a single goal, several are mutually reinforcing and will contribute to the achievement of other goals as well.

Our Planning Process

The Winnipeg Police Board and the Winnipeg Police Service do not approach strategic planning as an event that happens and is over, but rather as a process that develops into a system. This way we can ensure the plan is fluid and flexible enough to be modified and, more importantly, that the plan can provide the framework and direction for the overall operations of the Service. The process must also create the environment necessary to encourage commitment and support rigorous implementation.

We recognize that we cannot address the risk factors for crime on our own. The environmental context for planning is complex and includes several provincial and municipal government departments as well as community organizations.

The Winnipeg Police Board and the Winnipeg Police Service have created this strategic plan that details where we are going and 'what' success looks like. The Service will detail the 'how' through its business plan. Each year, the Service produces an annual business plan that will be reviewed by the Board and presented at one of the Board's regular public meetings. The business plan will then be published on the Service and the Board's respective websites.

GOAL 1: LESS CRIME & VICTIMIZATION

Winnipeg's crime rate declined steadily for several years before increasingly modestly in 2015 and 2016. The violent crime severity index for Winnipeg decreased from 148.53 in 2012 to a five-year low of 116.49 in 2014, then climbed to 149.55 in 2016. In 2016, both violent crime and property crime were 8% higher than the previous year. Winnipeg had the highest violent crime severity index in Canada in 2016 – its score of 149.55 was nearly double the national average of 75.25.

The most recent (2014) Statistics Canada data on criminal victimization reveals only about one-third of victimizations across the country are reported to police. This means that in its pursuit of improving public safety, the Winnipeg Police Service cannot rely entirely on crime rates to measure its workload or its success. Statistics Canada's estimate that approximately one-fifth of all Canadians aged 15 and older were victims of crime in a twelve-month period highlights just how important reducing crime and victimization is to creating a culture of safety for all in Winnipeg.

Public input from consultation meetings and phone surveys reveals community members continue to feel unsafe in some areas of the city, especially the downtown and some parts of the North End. They challenged the Winnipeg Police Service to do more so that crime and victimization continue to decrease across all our communities. The Service is already implementing a number of strategies that are having a positive impact on public safety. The Board and the Service agree that they need to remain a priority.

1.1 Strategic direction: Strengthen pro-active policing through the Smart Policing Initiative

Leading police services throughout the world are becoming more effective and focusing their resources by adopting an evidence-based or "intelligence-led" policing model to identify violent, serious and repeat offenders, and high risk locations and vulnerable crime targets. This is accomplished by crime analysts who sift through data and information to identify trends and provide direction to our resources on the street. The Winnipeg Police Service has implemented its own "Smart Policing Initiative" and it is beginning to show results.

The effectiveness of this approach was clearly demonstrated by the tremendous success of the Winnipeg Auto Theft Suppression Strategy. Between 2001 and 2008, Winnipeg was the auto theft capital of North America; 20% of all crimes in Winnipeg were auto theft. By adopting a coordinated, comprehensive evidence-based strategy, focusing on prolific offenders with individualized deterrence and programming, and reducing the vulnerability of vehicles to theft through a compulsory immobilizer program, auto thefts were reduced over 80% from their peak.

The case has been made for the full implementation of the "Smart Policing Initiative" across the Service between 2015 and 2019, in accordance with best practices in other jurisdictions.

As well as reducing crime and victimization, this strategic direction will also support achievement of effective and efficient service. In addition, the effectiveness of this approach will be increased through its integration with the strategic direction on collective action to prevent crime through social development, as shown by the success of the arson prevention strategy.

1.2 Strategic direction: Continue to focus resources toward a downtown safety strategy

The Service has had a downtown safety strategy in place since 2012. While progress has been made, we heard in our consultations that further improvement in residents' and visitors' sense of safety and security in the downtown area is needed. Winnipeg's downtown area is becoming a vibrant district with several major new developments and a growing population, but crime rates remain higher in this area than in other parts of the City. If a city's core area is not healthy, the health of the entire community is adversely affected. The Service launched its Centreline downtown safety strategy in 2016 and will continue to make focused efforts to improve safety in the area.

1.3 Strategic direction: Continue efforts to prevent and suppress gang activity and recruitment

Suppression of organized crime will remain a priority for the Winnipeg Police Service. The Service attributes its past successes at suppressing organized crime to its conscious and unwavering efforts to identify, monitor and reduce gang activity. The Service is focused on reducing gun and drug trafficking and inter-gang violence. The Service also works with social service organizations, schools, and the community to intervene in gang recruitment activities, and will expand these collaborative efforts. This strategic direction will also assist in achieving an engaged community.

1.4 Strategic direction: Increase the use of restorative justice and diversion programming

While community members with whom we spoke strongly supported the Winnipeg Police Service's work protecting the city from dangerous offenders, they challenged the Service to play a greater role in reducing recidivism among first-time and youth offenders who commit minor offenses and accept responsibility for their actions. In 2015, Manitoba's Restorative Justice Act was proclaimed. It promotes alternatives to the traditional criminal prosecution process in appropriate cases.

The Province is two years into its five-year plan to implement its restorative justice strategy. To help meet the objectives of this new legislation, the Service will consult community partners and the Crown's Office. This consultation will inform the Service's policy direction to officers determining when diversion to a restorative justice program would be an appropriate alternative to the laying of charges. The Service will work with community partners to identify those persons who are in danger of becoming more involved in crime and to direct them to support services designed to deter them from future involvement.

As well as reducing crime, this strategic direction will support the goal of an engaged community and in particular will be supportive of the strategic direction on crime prevention through social development.



1.5 Strategic direction: Focus efforts to improve traffic safety through enforcement and education

In 2016 in Winnipeg, there were over 9,400 victims of traffic collisions. In the whole of Manitoba in that year, distracted driving was a contributing factor in 27% of deaths caused by vehicle collisions; impaired driving was a factor in 36% of deaths, and speeding in 31%. The Winnipeg Police Service is committed to promoting public safety in all parts of Winnipeg, including its roads. Over the life of the strategic plan, the Service will focus on enforcement and education, with special attention on these top contributing factors to collisions.

HOW WILL WE KNOW	
MEASURE	**TARGET**
• Crime Severity Index	• Sustain and reduce gradually
• Violent Crime Severity Index	• Sustain and reduce gradually
• Citizen perceptions of safety	• Improvement in all districts, greater improvement in the North End and Downtown
• Implementation of "Smart Policing Initiative"	• Progressive development, complete by 2019
• Percentage of police time spent on proactive policing and crime prevention activities	• 33% of General Patrol events are for proactive policing activities by 2019
• Implementation of traffic strategy to reduce vehicle collisions due to distracted and impaired driving	• The strategy is outlined in the WPS 2018 Business Plan

GOAL 2: ENGAGED COMMUNITIES

Achievement of a culture of safety will require enhanced engagement of the entire community; the Winnipeg Police Service cannot achieve this vision singlehandedly. Government agencies, non-government service providers, business owners and citizens all share the responsibility to create and maintain safe communities. The Winnipeg Police Service will work with its partners to improve public safety for all residents. It will play a leadership role in addressing the unacceptably high risks to the safety and well-being of Indigenous women and girls in Winnipeg.

2.1 Strategic direction: Lead collective action to prevent crime through social development

Research has shown that success in creating a safe and healthy community is achieved by being proactive and addressing the root causes of crime, rather than simply reacting to crime after it occurs.

Winnipeg's Indigenous population represents 12% of the city's population, the highest percentage of all Canadian urban centres. For over two centuries, the Indigenous community has experienced racism, colonization, residential school trauma, oppression and dispossession of land, language and livelihood. As a result, Indigenous people in Winnipeg are disproportionately exposed to the risk factors for victimization and involvement in crime.

Winnipeg's Indigenous residents are twice as likely to be victims of crime. Indigenous women are three times more likely to be a victim of spousal abuse. Approximately 90% of children in the care of social service agencies are Indigenous. Indigenous youth are admitted to secure custody in Manitoba at a similar rate. Indigenous people comprise about 72% of Manitoba's prison population. Indigenous women and girls are murdered or go missing with disproportionate and unacceptable frequency.

Approximately 19% of Winnipeg's population was not born in Canada. Many newcomers face common challenges including limited affordable housing, language barriers, racism, difficulty finding good employment, trauma and loss and unaddressed psychological issues and mental illnesses. Thus, newcomers are also more exposed to the risk factors for crime and victimization.

While the Winnipeg Police Service must continue to be vigilant in responding to crime and to hold offenders accountable, it is clear that simply continuing to criminalize marginalized groups is not enough to improve overall public safety outcomes. By embracing the philosophy of crime prevention through social development and engaging in partnerships with all levels of government, community organizations and families, together we can create a culture of safety for all.

The Service will work with its public safety and security partners to collectively develop a holistic, systematic and integrated approach to providing services to residents. In particular, the Service supports and participates in a pilot project of the Manitoba Government's Block-by-Block Initiative, called the Thunderwing project. Looking beyond the pilot project, the Service will support expansion of the initiative to additional neighbourhoods in accordance with an evaluation of its outcomes.

2.2 Strategic direction: Work with our partners to protect vulnerable persons

Our commitment to the inherent dignity and worth of all persons means we wholeheartedly believe that everyone deserves to be safe. To create a culture of safety, we need to understand the factors that put individual safety and security at greater risk, such as poverty, racism, addictions and mental illness. Together with its community safety and health partners, the Service will continue to further develop and implement strategies that will better protect vulnerable persons from violence and exploitation and address the support needs of victims.

Within the scope of this strategic direction, the Service will tailor its approaches as needed to address the particular circumstances of Indigenous women and girls. The Service will also remain committed to its partnership with the RCMP to operate a joint task force, called Project Devote, to investigate unsolved homicides and missing persons cases.

2.3 Strategic direction: Enhance communication, transparency and accountability

Public trust in the police service is essential to the provision of adequate and effective police services in general, and effective community engagement in particular. Communication, transparency and accountability are necessary to build and maintain that trust.

The Winnipeg Police Board and Winnipeg Police Service heard residents tell us they want more information about what and how our police services are being delivered and what results are being achieved. This desire for more and more timely information will increase awareness, understanding, transparency and accountability.

The Service will develop an external communication and outreach strategy that enables it to develop effective and efficient solutions consistent with community needs, values and expectations.

This strategy will include giving quarterly updates to the Winnipeg Police Board on the Service's activities to solve cases of missing and murdered Indigenous women and girls and end violence against Indigenous women and girls. The external communications plan will guide the Service to provide the public with information on how new equipment intended to improve officer safety will be used, reassuring the public that the Service remains committed to a community-oriented approach to policing. The Service will support the effective implementation of the new governance, accountability and community liaison roles of the Winnipeg Police Board. The Service will be studying pilot projects testing the use of body-worn cameras in other Canadian cities to evaluate the potential for body-worn cameras to enhance accountability and community trust in Winnipeg.

2.4 Strategic direction: Enhance community relationships

The Winnipeg Police Service will aim to strengthen its community relationships so that citizens are aware of what the Service is doing to protect them and so all citizens consider police officers their allies in addressing events and issues that put their safety at risk. The Service will continue to communicate with grass-roots community safety networks to support their effectiveness and their members' safety. The Service will engage with these networks, empowering citizens to collaborate in local safety planning. The Service will further develop strategies and forums to improve engagement of the Indigenous and newcomer communities. In particular, the Service will support and participate in the work of the Indigenous Council on Policing and Crime Prevention established by the Winnipeg Police Board in 2015. The council is composed of local Indigenous leaders who advise the Board and the Service on Indigenous priorities for policing and crime prevention on an ongoing basis. Additionally, the council will assist the Board and the Service with community outreach. The Service will also pursue further expansion of its school resource officer program, in partnership with the Province and school divisions.

2.5 Strategic direction: Continue to build a service that knows and reflects the communities it serves

During our consultations, citizens shared there have been a great deal of positive interactions and relationships developed between the Service and community. To emphasize that there is still room for improvement, citizens drew on the long history of strained relationships and mistrust between Indigenous people and those in the justice system. The Board, Service and Indigenous community shared a mutual desire to make real strides in enhancing communication and relationships.

Effective community engagement will require the Service to continue to understand and represent the communities it serves. The Service will strengthen its cultural awareness and sensitivity training for new recruits and existing officers, and will ensure that training is refreshed throughout their careers. Members of the community already assist in delivering some of this training; the Service will maintain these partnerships so recruits continue to benefit from, for example, being taught about Indigenous history, culture, and current issues from Indigenous people. The Service trains its members on bias-free policing and reports publicly on its procedures and results as set out in the Board's Bias-free policing policy.

The Service will also enhance its efforts to diversify the staff complement of the Service. The Service will emphasize recruiting more females, newcomers, members of visible minorities and Indigenous people.

HOW WILL WE KNOW	
MEASURE	**TARGET**
• Prevalence of violent criminal victimization	• 25% reduction by 2019
• Citizen trust in the police service	• General increase, and reduction in differences between districts
• Citizen engagement in WPS safety communication options	• City-wide growth in engagement
• Diversity within the Service	• Reflects the City's available workforce by 2025 • 15% of new recruits are Indigenous in 2017, and 20% of new recruits are Indigenous by 2019
• A communications and outreach strategy for the Service	• The strategy is approved and adopted

GOAL 3: EFFECTIVE AND EFFICIENT SERVICE

The cost of policing has been steadily rising in Canada. Municipalities across the country are concerned that they cannot afford further growth at the rate police budgets have increased in recent years. As a result, there is mounting pressure for police services to become more efficient and effective.

The budget of the Winnipeg Police Service has grown by about 50% (adjusted for inflation) over the past decade, and its share of the total City budget has grown from 21.7% to 26.7% over this time period.

Despite a steady drop in reported crime rates, more and increasingly complex tasks and responsibilities for police services have been driving their costs upward. Calls for police response to matters that do not involve criminal charges have been rising, meaning police officers spend more time attending to disturbances, well-being checks, youth runaways and persons in crises due to mental health or addiction problems. The Winnipeg Police Service responded to over 205,000 calls for service in 2016, an increase of 38% since 2007. Requirements to maintain order and security at public gatherings have also increased.

Rising concerns over terrorism and cross-jurisdictional organized crime and cyber-crime have placed new demands on local police services. Changes in the law have substantially increased the complexity and time demands of properly handling criminal investigations and prosecutions. Increasing accountability and transparency requirements to ensure good governance have also contributed to the growth in police workload. The salaries of the officers who perform this increasingly complex work are set by collective bargaining agreements that are sometimes settled through arbitration. Salaries and benefits constitute roughly 85% of the Service's annual operating budget, and they are increasing at a rate that exceeds inflation.

The Board and the Service are sensitive to residents' expectation of effective police services that offer good value. Over the life of the strategic plan, the Service will implement strategies to maintain and improve its service, while ensuring its ongoing affordability.



3.1 Strategic direction: Ensure the right people are in the right jobs in the right number

The Service will examine its resource requirements, structure and functions in order to develop and implement a new, comprehensive staffing and deployment strategy. This strategy will ensure resources are aligned with priorities and that the right people are employed in the right positions and in the right number. The strategy will ensure that our deployments maximize the talents of our employees and the effective and efficient delivery of our service.

The Service is committed to increasing the use of civilian staff and auxiliary cadets. Their expertise can make police initiatives more effective and their assistance can increase the amount of time sworn officers are able to spend on patrol, investigations, and other duties for which they are uniquely qualified. By ensuring each position is filled by appropriately qualified staff and that the Service makes the best use of its specially-trained officers, we can improve the effectiveness and efficiency of the Service. Toward this end, as an initial component of its new staffing strategy, the Service will assess positions throughout the organization to identify candidate positions for civilianization.

3.2 Strategic direction: Implement innovative technologies

The Service needs to invest in its information technology to be able to replace obsolete equipment, and to capitalize on information technology solutions that improve efficiency and quality of service. The Service will review its long-term plan that addresses the priorities, budgeting and timing of the investments it will make.

In particular, the Winnipeg Police Service needs to invest in its 9-1-1 solutions so that Winnipeggers will continue to have reliable, uninterrupted access to emergency dispatch. Technology upgrades in this area will improve the quality of service as well. Other areas for investment will include a system for issuing traffic tickets electronically to save time writing tickets manually, a state-of-the-art case management system, a new radio communication system, building video surveillance systems, a new data warehouse and enhanced crime analysis.

3.3 Strategic direction: Instill a culture of continuous improvement

The Winnipeg Police Service will implement a culture of continuous improvement throughout the Service so that every action it takes will efficiently and effectively support achievement of its objectives. The Service will continue to build on its strong track record for "lean" service delivery to the citizens of Winnipeg.

The Service will develop annual business plans to implement the strategic directions set out by the Board, and will specify its objectives and key performance indicators in those plans. Opportunities to improve the quality and efficiency of police services through reorganization of units and new time management strategies will be implemented and tracked through the Service's business plans.

3.4 Strategic direction: Collaborate to reduce the demand for non-core policing activities

Extensive policing resources are being expended to deal with families who are in crisis and individuals who have mental health, medical and substance abuse issues, as well as missing persons and runaways. Optimum solutions for these types of social issues require the collaboration and action of numerous government and community organizations as well as the community itself over long periods of time.

While police officers will inevitably be the first responders to these situations, other types of preventative or responsive assistance are also needed. With approximately one-half to two-thirds of all calls for service related to these types of situations, there is limited opportunity for police officers to engage in pro-active policing activities.

Police officers often spend many hours waiting to testify in court proceedings, driving up overtime costs. Improved planning and coordination in the criminal justice system may prove beneficial to all components of that system.

The Winnipeg Police Service will work on an ongoing basis with a roundtable of senior representatives of all levels of government, to identify the optimal role for each to ensure the right resources are supplied at the right time by the right agency.

HOW WILL WE KNOW	
MEASURE	**TARGET**
• Managing costs of service delivery and enhancing quality of service	• Establish efficiency targets for specific projects annually and report progress through WPS Business Plan
• Operating cost per capita	• National average of major police services
• Police strength per capita	• National Average of major police services
• Proportion of sworn officers to civilians	• Complete two civilianization efforts in Centralized Processing Units and Central Reading Unit

GOAL 4: A HEALTHY ORGANIZATION

The sworn officers and civilian members of the Winnipeg Police Service are the people who provide front-line services to the community, and who make innovations in policing have an effect on the ground. They will need technology, equipment, suitable facilities, training and support in order to do their jobs to the standard to which they hold themselves, and which the community expects, too. The Board is directing the Service to develop and implement strategies to strengthen the health, well-being, capabilities and professionalism of its members and of the organization as a whole.

4.1 Strategic direction: Enhance training and professionalism in the Service

The Winnipeg Police Service has a thorough program of training for its recruits. Over the life of the strategic plan, it will improve training by identifying and addressing areas where new information and approaches are available. It will also find new ways to refresh training for experienced officers to facilitate their continuous improvement, and to provide all members with opportunities for professional development.

4.2 Strategic direction: Enhance employee safety, health and wellness

Police work is demanding, for both sworn officers and civilian staff. The Winnipeg Police Service seeks to attract and retain dedicated and qualified members by providing rewarding careers and robust support systems.

The Service will focus its efforts on developing and enhancing its personnel by providing support systems to ensure a proper work/life balance, to manage work-related stress, and implement an early intervention system to promote mental health and well-being for all members.

The Service will also continue to support its members while they are in the field, by providing equipment and training that will promote officer safety in high-risk situations such as responding to calls for service or executing warrants involving weapons, active shooters or armed and barricaded persons.

HOW WILL WE KNOW	
MEASURE	**TARGET**
• Early warning intervention system database	• Database created and fully functional by 2019
• Develop and Implement Phase 1 of the Training Roadmap	• Completed and implementation started by 2019
• Behavioural health strategy	• Fully implemented by 2019

Winnipeg Police Board

