Winnipeg Police Board

A CULTURE OF SAFETY *FOR ALL*

Winnipeg Police Service Strategic Plan 2015-2019

2019 Update





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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

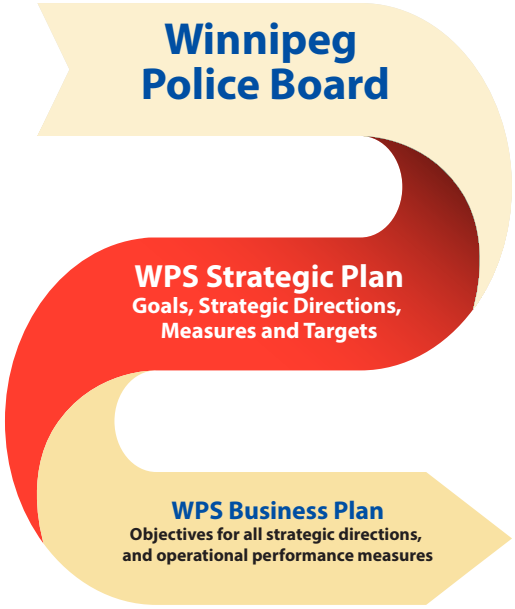
a. Enhance training and professionalism in the Service

b. Enhance employee safety, health and wellness

Executive Summary

The Winnipeg Police Board's strategic plan for the Winnipeg Police Service sets the high-level direction for the Service over five years. The goals, strategic directions, and targets in this document support a vision of creating a culture of safety for all throughout Winnipeg. The strategic plan is the result of collaboration between the public, the Board, and the Service. The plan includes community input on public safety and policing priorities.

The Service adopts annual business plans that drive implementation of the strategic plan. The business plans are published so that the community can see the work that is being undertaken to meet the strategic goals.



Updating the plan for 2019

Every year, the Board has revisited the strategic plan to ensure that it remains current and continues to reflect the Board's priorities for the City of Winnipeg. Based on the data the Board reviewed in 2018, the shared vision for the Winnipeg Police Service continued to be creating a culture of safety for all. The Board remains committed to the goals and strategic directions in the plan with modest changes indicated below:

For 2019, the Board is revising some original targets for the Winnipeg Police Service to strive for by the end of the year. There is an expectation that certain targets will be completed in that time frame.

What is Next?

The Board met with many community groups over the course of 2018 and will continue that work in the coming year. The purpose of the meetings is to hear what your priorities for policing are. Crystal methamphetamine has become a great threat to public safety in the city. The increase in the use of this drug has affected every neighbourhood and creates greater demand for service related to both property crime and personal safety.

One of the core principles of policing is that the ability of the police to perform their function depends on public approval of their actions. The Board calls upon the public to participate in the strategic planning process so that we can all become part of the safety and security web, and have a positive impact on public safety in our neighbourhoods and in our city.

Looking Ahead for 2020

The current strategic plan covers the five-year period from 2015 to 2019. The Board will be working on the plan for 2020-2024 which will be launched in late 2019.

Since 2015, crime has increased after several years of decline. This is happening at a time when governments are facing fiscal restraint relating to the growth of spending on policing. Citizens are concerned with personal safety, rising crime rates and the methamphetamine crisis being felt across the city but they generally agree with the program of fiscal restraint.

On October 17, 2018, federal legislation was proclaimed that created a legal framework for controlling the production, distribution, sale and possession of cannabis. The Winnipeg Police Service is now responsible for enforcing aspects of the new law that will require additional training for police officers and additional tools for conducting roadside drug impaired testing.

The Board will continue to work to understand what the community needs, values and expects from police and will take into consideration the most current policing trends and community data to update the strategic plan for 2020. The environment for policing will be reviewed as well as the results of the biennial public survey conducted by the Service in 2019. Additionally, the City of Winnipeg conducted 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 for the review of OurWinnipeg, is "Health and Safety." Board staff have participated in discussions about public safety that will be reflected in the growth strategy for Winnipeg.

Our Planning Process

The Winnipeg Police Board and the Winnipeg Police Service do not approach strategic planning as a single event but rather as a process that evolves and is responsive to current challenges and threats. The plan is fluid and flexible enough to be modified and provides the framework and direction for the overall operations of the Service.

We recognize that we cannot address the risk factors for crime on our own. The environmental context for planning is complex and includes all levels of government as well as community organizations and individuals.

The Winnipeg Police Board and the Winnipeg Police Service have created this strategic plan to provide details about where we are going and what success looks like. The Service sets out the 'how' in its annual business plan. The business plan is reviewed by the Board, presented at one of the Board's regular public meetings and then published on the Service website so that the community is informed about programs and actions. Quarterly reports on the status of this work are also made public.



Our Vision: A Culture of Safety for All

Participants in our public consultations, along with external stakeholders agreed with the Winnipeg Police Service's vision of creating "A Culture of Safety for all. When this vision is achieved, community safety will be intrinsic to who we are and what we live and experience on a daily basis.

Our Goals

To realize this vision the Board and the Service have collaborated to establish the following four strategic goals priorities for the Winnipeg Police Service:

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

Performance indicators have been identified to track progress on these goals. Each implementation activity is intended to support the goals and vision and is measured and reported upon regularly.

GOAL 1: LESS CRIME & VICTIMIZATION

Public input from consultation meetings and phone surveys reveals that 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 to monitor and respond to criminal events. The Service continues to implement a number of strategies that are having a positive impact on public safety. The Board and the Service agree that this strategic goal needs to remain a priority.

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

Best policing practice throughout the world is using an evidence-based or "intelligence-led" policing model to identify violent, serious and repeat offenders, high risk locations and vulnerable crime targets. This work is done 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".

Pro-active policing supports effective and efficient deployment of resources by focusing resources where they will have the most impact.

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. 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 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. Public forums are held at city high schools to provide as much preventative information as possible. This engages service providers and community members in the work that the Service is doing to keep youth safe.

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

Community members strongly support the Winnipeg Police Service's work to protect the city from dangerous offenders. They also challenged the Service to play a greater role in reducing recidivism by using restorative justice in partnership with the provincial government for offenders with lower risk of committing serious crimes. In 2015, Manitoba's Restorative Justice Act was proclaimed. It sets out that alternatives to the traditional criminal prosecution process may be used in appropriate cases. The policy direction to officers is to determine when referral to a restorative justice program is an appropriate alternative to traditional criminal prosecution.

The Service also works to divert matters to resources that intervene with offenders by providing programming aimed at curtailing criminal activity. This programming often addresses underlying causes of criminal behaviour. People who are in danger of becoming more involved in crime are directed to support services designed to deter them from future involvement.

The Service is also engaged in community mobilization efforts through its Thunderwing initiative that involves many community and government partners. Families that are at risk of becoming involved in criminal activity or of being victimized (or both) are identified and helped to access community supports that enhance safety and wellness.

Both restorative justice and community mobilization are in addition to community policing and police diversions to programs aimed at supporting people to make better choices.

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

The Winnipeg Police Service is committed to promoting public safety in all parts of Winnipeg, including its roads. The Service will continue to focus on enforcement and education, with special attention to the top contributing factors to collisions; impaired and distracted driving.

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
• Implementation of "Smart Policing Initiative"	• Complete
• Percentage of police time spent on proactive policing and crime prevention activities	• 33% of dispatched 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 Business Plan

GOAL 2: ENGAGED COMMUNITIES

Achievement of a culture of safety for all requires greater 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 across the city. It will play a leadership role in addressing the high risk to the safety and well-being of vulnerable citizens such as Indigenous women and girls or newcomers.

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 can be achieved by being proactive and addressing the root causes of crime rather than simply reacting to crime. Some root causes of crime are known to be poverty, addiction and mental health.

By embracing the philosophy of crime prevention through social development and working collaboratively with all levels of government and community agencies we can continue to strive for a culture of safety for all.

The Service will work with its public safety and security partners on wellness, community involvement and issues where police can have an impact. The Service supports community mobilization (Thunderwing), restorative justice and diversion to programs aimed at reducing the impact of criminogenic factors.

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

We believe that everyone deserves to be safe. To work toward a culture of safety for all, we need to understand the factors that put individual safety and security at greater risk, such as: poverty, racism, addiction 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.

The Service will continue its partnership with the RCMP to operate a joint task force, called Project Devote, to investigate unsolved homicides and missing person cases.

2.3 Strategic direction: Enhance communication, transparency and accountability

Public trust in the 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 services are being delivered and what results are being achieved.

In response the Service has developed an external communication and outreach strategy. This strategy includes providing quarterly updates to the Winnipeg Police Board on the Service's activities. The Service supports the effective implementation of the governance, accountability and community liaison roles of the Winnipeg Police Board by providing a variety of reports such as: adherence to accepted policing standards, results of initiatives aimed at improving safety of Indigenous women and girls, professional standards investigations and public complaints and; deployment of specialized resources such as the police helicopter or the canine unit.

The Service has a social media presence which includes 114,373 followers on Twitter and 4,773 subscribers on YouTube. The average reach per day on Facebook in the first quarter of 2018 was approximately 24,251 Facebook users.

2.4 Strategic direction: Enhance community relationships

The Winnipeg Police Service will continue to strengthen its community relationships so that citizens are aware of what the Service is doing to protect them. The Service also wants all citizens to 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 such as the Bear Clan to support their effectiveness and to empower citizens to collaborate in local safety planning. The Service will further develop strategies and forums to improve engagement of especially vulnerable populations.

The Service supports the school resource officer program as well as partnerships with the Province and school divisions.

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

Citizens shared that there have been many positive interactions and relationships developed between the Service and community. The Board and Service share a desire to continue to strengthen communication and relationships.

Effective community engagement requires the Service to continue to understand and represent the communities it serves. The Service has strengthened its cultural awareness and sensitivity training for new recruits and existing officers, and will ensure that training is refreshed throughout their careers. In addition to the police specific training a wide variety of diversity training with a Truth and Reconciliation focus is provided. Members of the community assist in delivering some of this training. The Service will maintain these partnerships so that recruits continue to benefit from the knowledge and experience of community members. For example Indigenous history, culture, and current issues for Indigenous people are part of the current training program. 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 continue 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	• Sustain and reduce
• Citizen trust in the police service	• Sustain
• Citizen engagement in WPS safety communication options	• City-wide growth in engagement in WPS communication avenues
• Diversity within the Service	• Reflects the City's available workforce by 2025
• 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 and there is a concern that the increases cannot be sustained. There is currently considerable 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 27% over this time period. This is a result of minimal tax increases.

Greater volume and increasingly complex tasks and responsibilities have been driving demand upward. Calls for police response to matters that do not involve criminal behaviour are the biggest drivers for service. Police officers spend more time attending to disturbances, well-being checks, youth runaways and persons in crises due to mental health or addiction problems than on criminal investigation. The Winnipeg Police Service attended to over 225,000 incidents in 2017. 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. Salaries and benefits constitute roughly 85% of the Service's annual operating budget, and have been approved by Council at a rate that exceeds inflation. The Board and the Service are sensitive to residents' expectation of effective police services that offer good value.

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

The Service believes in a culture of continuous improvement. Resource requirements, service demands, crime trends and many other factors are under constant review to determine the most efficient deployment. Resources are aligned with priorities and the right people are employed in the right positions and in the right number. Deployments maximize the talents of staff and optimize efficiency.

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. The Service assessed positions throughout the organization to identify candidate positions for civilianization to better align existing resources.

3.2 Strategic direction: Implement innovative technologies

The Service must invest in information technology to replace obsolete equipment, and to capitalize on solutions that improve efficiency and quality of service. The Service consistently reviews its long-term plan to address priorities, budgeting and timing of the investments it will make.

Areas for investment include a system for issuing traffic tickets electronically, a modern 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 has embraced a culture of continuous improvement. The Service will continue to build on its strong track record for being open to improvements.

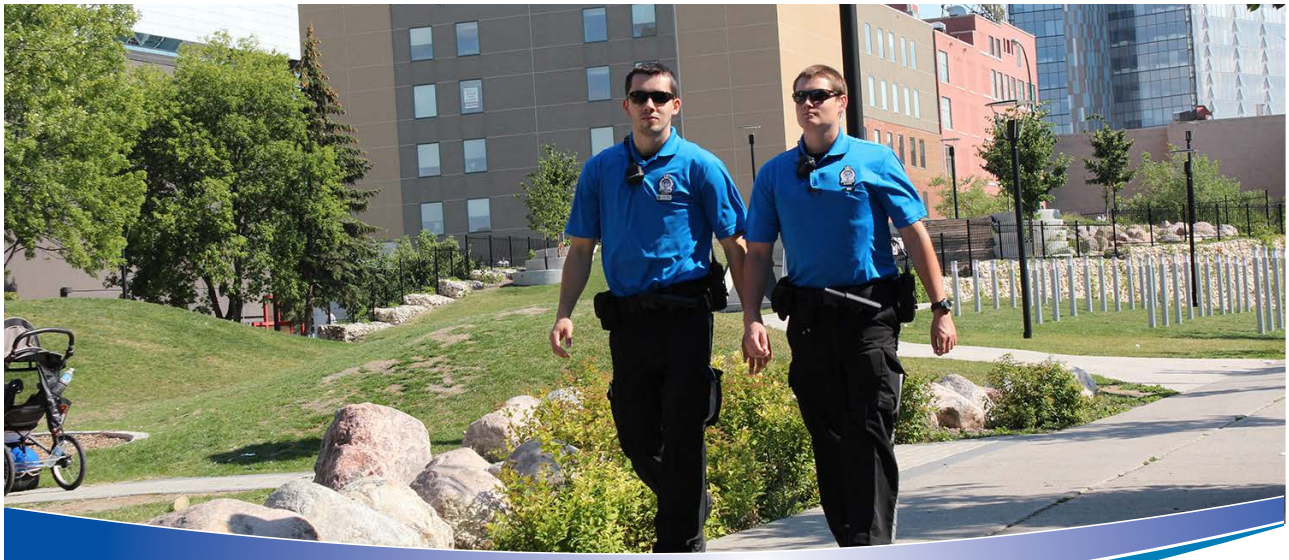
Opportunities to improve the quality and efficiency of police services through reorganization of units and new time management strategies will continue and be tracked through the Service's business plans.

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 collaboration with all levels of government and community organizations.

While police officers are usually 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 it is challenging to meet demands related to other types of service.

HOW WILL WE KNOW	
MEASURE	**TARGET**
• Managing costs of service delivery	• Establish efficiency targets for specific projects annually and report progress through WPS Business Plan
• Enhance quality of service	• 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 have a direct effect on the citizens of Winnipeg. They need technology, equipment, suitable facilities, training and support in order to do their jobs to the highest standard. The Service is developing and implementing 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 training program for its recruits. Training will continue to be improved by identifying and addressing areas where new information and approaches are available. The Service will also find new ways to refresh training for experienced officers to facilitate their continuous learning and development. All members are provided with opportunities for professional development.

4.2 Strategic direction: Enhance employee safety, health and wellness

Police work is demanding. 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 personnel by providing systems to: support a proper work/life balance, manage work-related stress. An early intervention system to promote mental health and well-being for all members is in development.

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.

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	• Continue roll out
• Behavioural health strategy	• Fully implemented by 2019

Winnipeg Police Board

