Winnipeg Police Board

## Winnipeg Police Service

# STRATEGIC PLAN 2020-2024

*A Culture of Safety For All*

POLICE VEHICLES ONLY

# CONTENTS

Vision ..... 4
Mission ..... 4
Values & Beliefs ..... 4
Introduction ..... 6

**Roles and Responsibilities**

The Role of the Board ..... 7
The Role of the Chief ..... 7
The Role of the Service ..... 7
The Role of the Citizens of Winnipeg ..... 7

What Did We Hear? ..... 8
External and Environmental Factors ..... 9
Reporting To Winnipeg ..... 9
Performance Indicators (Measures and Targets) ..... 9

**Goals**

Goal One - Protection and Crime Prevention ..... 10
Goal Two – Community Partnerships ..... 10
Goal Three – Effective and Efficient Service ..... 11
Goal Four - Healthy Organization ..... 11

## Our Vision

# A CULTURE OF SAFETY *FOR ALL*

## Our Mission

***Build safe and healthy communities across Winnipeg through excellence in law enforcement, protection and crime prevention.***

# 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

Winnipeg Police Board

# OUR GOALS AND STRATEGIES

## 1. PROTECTION AND CRIME PREVENTION

- Promote road safety and driver responsibility
- Promote safety of downtown and other at risk neighbourhoods
- Prevent and disrupt gang and illicit drug activity

## 2. COMMUNITY PARTNERSHIPS

- Promote communication, transparency and accountability
- Foster relationships, partnerships, understanding and trust to build confidence in police
- Referrals to restorative justice and diversion programming

## 3. EFFECTIVE AND EFFICIENT SERVICE

- Collaborate to reduce the demand for police response
- Explore innovative technologies
- Instill a culture of continuous improvement

## 4. HEALTHY ORGANIZATION

- Enhance training and professionalism in the Service
- Focus on employee safety, health and wellness

# INTRODUCTION

The Winnipeg Police Board (Board) provides civilian governance and oversight of the Winnipeg Police Service (Service). The Board governs the Service through the Chief of Police and determines the strategic direction for the overall operations of the Service and the delivery of policing services.

This Strategic Plan is developed in partnership by the Board and the Service, and is informed by:

- consultations and delegations to the Winnipeg Police Board;
- the City's 25 year strategic plan, 'Our Winnipeg';
- the most current citizen survey information (2019);
- external strategies for health and safety;
- data about the environment that we live, work and play in; and
- quarterly and ad hoc reports on business targets, risks and opportunities and the policing budget.

The plan sets out the strategies that capture the Board's understanding of the needs, values and expectations of the citizens of Winnipeg in regard to public safety.

# ROLES AND RESPONSIBILITIES

### The Role of the Board

Provide civilian governance of the Service by:

- Receiving training and support to understand the demands on police
- Ensuring that community needs, values and expectations are reflected in the strategic plan
- Setting the strategic priorities for the police service
- Reviewing the annual Business Plan
- Recommending and then allocating the Council approved policing budget
- Recruiting the police chief and evaluating their performance
- Receiving reports on how the priorities are supported and the progress toward the vision of a culture of safety for all

### The Role of the Chief

Provide executive leadership to the police service by:

- Leading the effective management, administration and operation of the Service
- Implementing the strategic priorities through an annual Business Plan
- Reporting to the Board on targets and measures that support the strategic plan
- Reporting to the Board throughout the year on budgets, emerging issues, innovation, major risks, and critical incidents
- Excellent stewardship of financial and human resources

### The Role of the Service

Provide policing services to the citizens of Winnipeg through:

- Professional commitment to a culture of safety for all
- Education, crime prevention, protection, intervention, enforcement and investigation

### The Role of the Citizens of Winnipeg

Promote and support a culture of safety for all by:

- Being involved in your community
- Reporting crime
- Respecting and valuing policing services

# WHAT DID WE HEAR?

In 2019 a major review of the strategic plan was conducted and community input was a cornerstone of the review. Throughout the consultation process, citizens emphasized the importance of road safety, tackling illicit drugs and reducing drug-related crime. The Board heard that there needs to be a greater focus on community wellness and strengthening partnerships with government and non-government agencies that are working toward addressing some of the most pressing social issues such as poverty, addiction and poor mental health.

Citizens have high expectations in regards to police responding to emergency and non-emergency calls, in-person and online reporting, and investigations. They indicated that it is necessary to strike a balance between adequate police response and prevention activities. Given the demand for services that preserve peace and good order, detect offenders and enforce the law, prevention activities should be incorporated into the day to day work of the police service whenever possible. The Board heard that public education on improving personal and community safety and how residents can be involved is important. Training sessions, forums and similar interactions with the Service provide citizens with the opportunity to be more informed and take a more active role in creating a culture of safety.

The Service's bi-annual citizen opinion survey conducted by an independent agency provides statistically valid outcomes of citizens' perspectives. The survey is comprehensive; addressing crime, safety, policing services, and views of the Service itself.

Below are highlights of the 2019 survey.

## Key Findings

### Safety Perception

- 73% believe crime increased over the past year
- Reversal of opinion from 2017 (29%)
- Highest percentage rise since 2007

### Traffic

- Photo radar had a strong rating (80% approval) for current usage
- Current level of traffic enforcement reached the highest level of satisfaction at 67%

### Downtown Safety

- 36% unsafe/very unsafe alone in daytime (increase of 5%)
- 50% of females feel unsafe in daytime, compared to 22% of males
- 88% unsafe/very unsafe alone after dark (increase of 1%)
- 95% of females feel unsafe alone after dark (increase of 5%)

### Right Size

- 53% indicated there are too few officers, an increase of 11% from the 17 year average (42%)

### Funding

- 40% adequately funded, 39% under funded, 9% over funded

### Quality

- 64% indicated good (49.5%) or excellent (14.7%)
- Decline of 12% from 2017

### Trust

- 66% indicated good (43.7%) or excellent (22.6%)
- Average/positive rating within 1%, decline of 16% in good/excellent rating.

**Confidence, Professionalism, Courteousness, Fairness** - similar results to **Trust**

The survey results can be viewed on the Service website at the following link: **www.winnipeg.ca/police/survey/default.stm**

Winnipeg residents continue to tell the Board that safety is universally valued and they recognize that the police are one component of a web of safety that also includes business leaders, other levels of government, community organizations and recreation and religious institutions.

## EXTERNAL AND ENVIRONMENTAL FACTORS

The services delivered by police are influenced by a host of factors, including growth and diversity of the city's population, funding and resource allocation, advancements in technology, and crime trends. Each year, the Board prepares an environmental scan to describe some of the conditions and issues that define the environment for policing in Winnipeg. The trends outlined in the Board's report are considered as strategic priorities are developed.

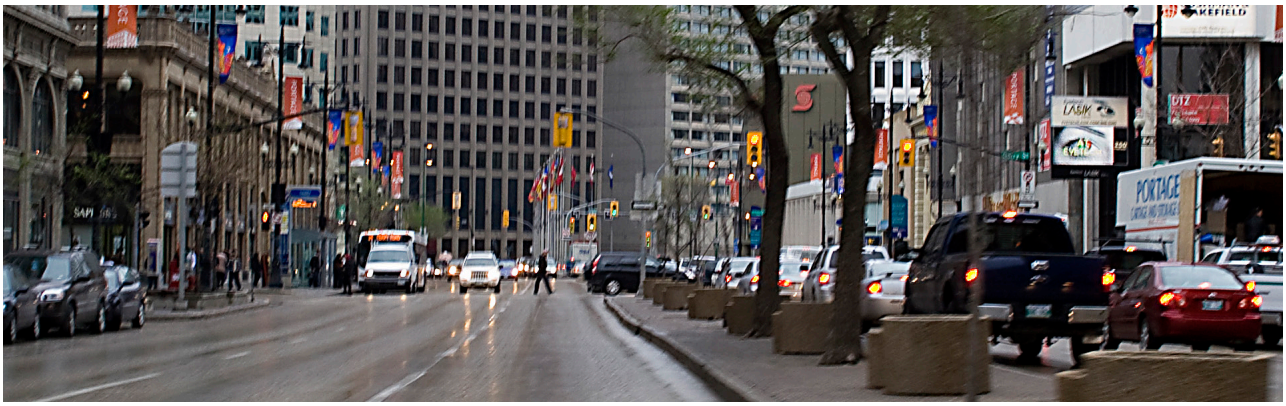
The environmental scan can be found on the Board's website: **www.winnipegpoliceboard.ca** in the Board publications.

## REPORTING TO WINNIPEG

To be effective and accountable, the Board must report publicly to Winnipeg citizens and continue to hear input from all community members on values and expectations. This is a three way dialogue between the Service, the community and the Board. This five year plan is a fluid document and is reviewed on an annual basis. The Service provides a range of reports on standards, compliance with Board policies, public interaction, statistical reports and financial reports to demonstrate its performance. The Board shares this information with the public quarterly and gives direction to the Chief to support the plan on a regular basis.

## PERFORMANCE INDICATORS (MEASURES AND TARGETS)

The Chief is accountable to the Board for implementing the strategic plan. The annual Business Plan sets out the actions that the Service will take to implement the strategies, as well as targets and measures that demonstrate how the Service is performing. Updates on the annual Business Plan are reported to the Board quarterly.



# GOALS

**The Board has set the following strategic objectives for 2020- 2024:**

1. **Protection and Crime Prevention**
2. **Community Partnerships**
3. **Effective and Efficient Service**
4. **Healthy Organization**

## GOAL ONE | Protection and Crime Prevention

Citizens want to feel safe in their neighbourhoods and consider this to be a primary activity for police.

*The strategic directions for this goal are:*

- Promote road safety and driver responsibility
- Promote safety of downtown and other at risk neighbourhoods
- Prevent and disrupt gang and illicit drug activity

## GOAL TWO | Community Partnerships

Citizens indicated that relationships with individual police members and positive connections with the Service build stronger, healthier and safer communities.

*The strategic directions for this goal are:*

- Promote communication, transparency and accountability
- Foster relationships, partnerships, understanding and trust to build confidence in police
- Referrals to restorative justice and diversion programming

## GOAL THREE | Effective and Efficient Service

Delivering police services that offer good value and meet the needs of citizens requires the Service to be aware of and adapt to an evolving environment.

***The strategic directions for this goal are:***

- Collaborate to reduce the demand for police response
- Explore innovative technologies
- Instill a culture of continuous improvement

## GOAL FOUR | Healthy Organization

A police service is stronger for encouraging and supporting diversity that reflects the community. A healthy police service looks after its members, recognizing roles may be physically and/or mentally rigorous.

***The strategic directions for this goal are:***

- Enhance training and professionalism in the Service
- Focus on employee safety, health and wellness

Winnipeg Police Board

Winnipeg