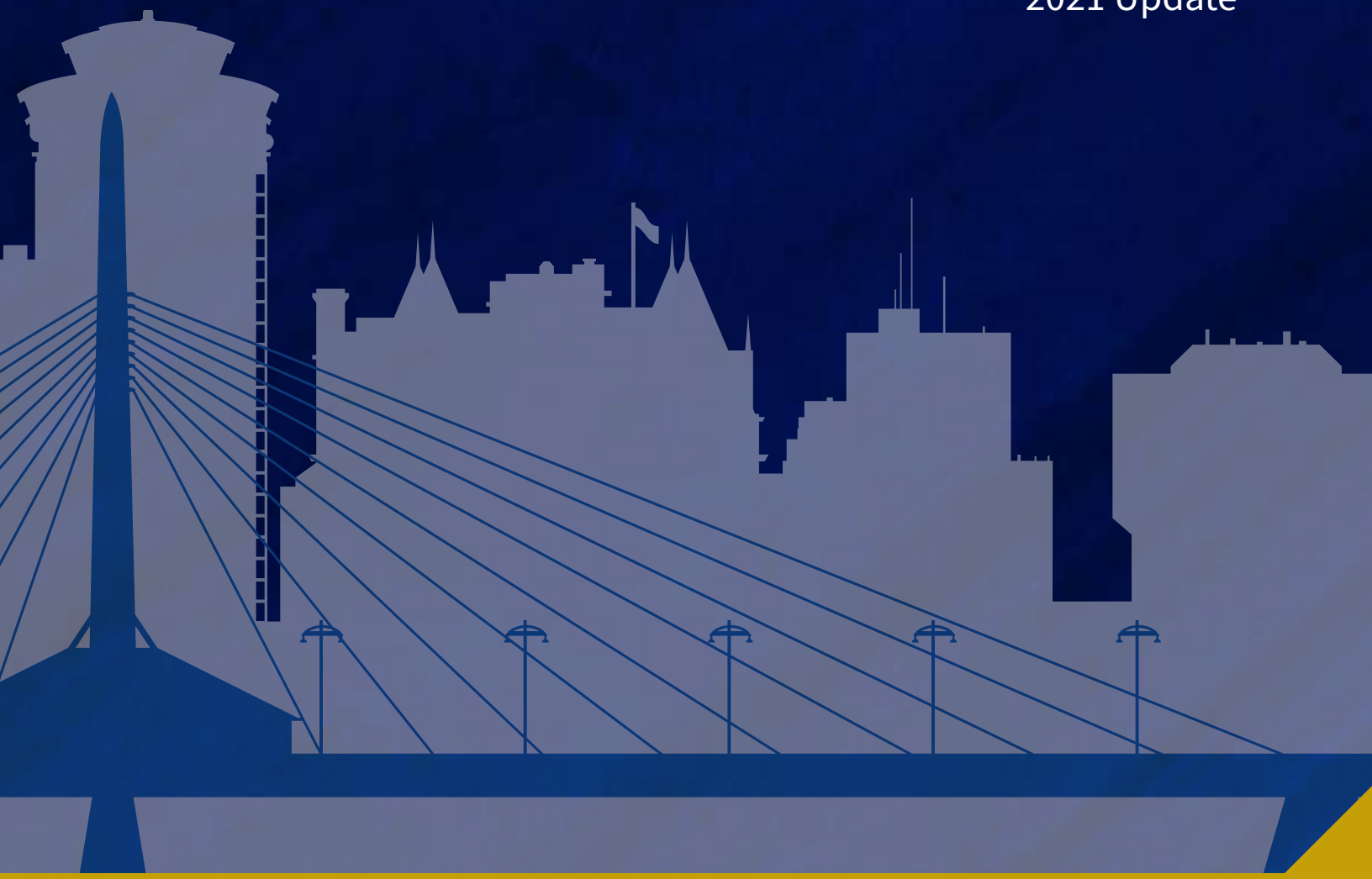
Winnipeg Police Board

## Winnipeg Police Service

# STRATEGIC PLAN 2020-2024

*A Culture of Safety For All*

2021 Update




POLIC
POLIC

# CONTENTS


Vision ..... 4

Mission ..... 4

Values and Beliefs ..... 4

Introduction ..... 7

## Roles and Responsibilities

*The Role of the Board* ..... 8

*The Role of the Chief* ..... 8

*The Role of the Service* ..... 8

*The Role of the Citizens of Winnipeg* ..... 8

What Did We Hear? ..... 9

What Do We Know? ..... 10

Demand and Expectations ..... 10

Policies and Procedures ..... 10

Fiscal ..... 10

Current Events ..... 11

Key Findings ..... 11

External and Environmental Factors ..... 12

Reporting to Winnipeg ..... 12

Performance Indicators ..... 12

## Goals

*Goal One - Protection and Crime Prevention* ..... 14

*Goal Two – Community Partnerships* ..... 14

*Goal Three – Effective and Efficient Service* ..... 14

*Goal Four – Healthy Organization* ..... 14

## 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




RBC

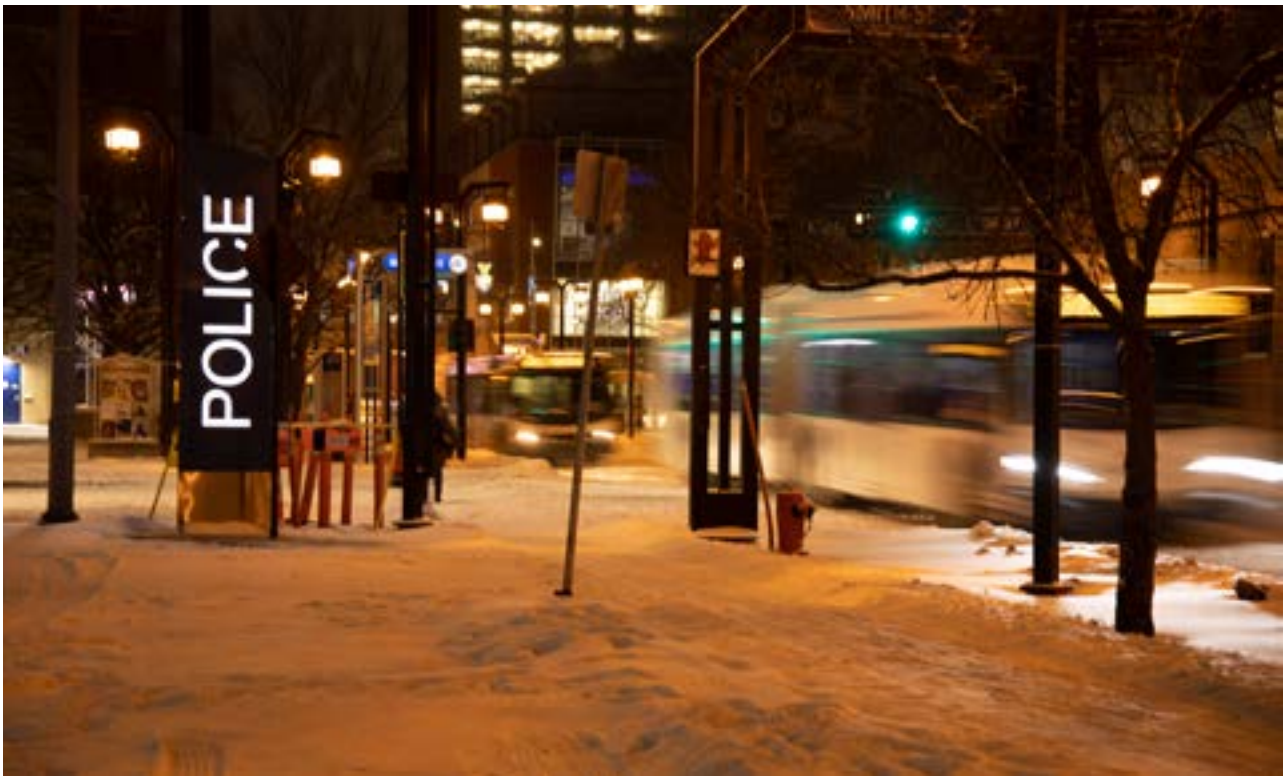
# INTRODUCTION

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:

- demand for service;
- public consultations and delegations to the Winnipeg Police Board;
- the City's 25-year strategic plan, 'Our Winnipeg';
- the Board's most current citizen survey information (2019);
- external strategies for health and safety;
- evidence/data about the environment that we live, work and play in;
- quarterly and ad hoc reports on strategic/business plan measures, risks and opportunities, and the policing budget; and
- research and jurisdictional information on promising and best practices through the Canadian Association of Police Governance.

The plan sets out the strategies that capture the Board's understanding of the needs, values and expectations of the citizens of Winnipeg regarding public safety. The Service creates a Business Plan that identifies what will be measured and what the context is for the performance measure. This document is reported on quarterly.



# ROLES AND RESPONSIBILITIES

### The Role of the Board

Provide civilian governance of the Service by:

- Receiving training and support to understand the demands on policing
- Ensuring that community needs, values and expectations are reflected in the strategic plan through ongoing communication and consultation with residents and community groups
- Setting the strategic priorities for the police service
- Reviewing the annual Business Plan based on evidence provided over the year and holding the Chief accountable for their performance in delivering the plan
- Recommending and then allocating the Council approved policing budget
- Recruiting the 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
- Demonstrating public accountability by providing the Board with quarterly and ad hoc reports on measures that are in the annual Business Plan and that support the objectives of the strategic plan
- Reporting to the Board throughout the year on budgets, emerging issues, innovation, major risks, and critical incidents
- 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 through bias-free policing and observing the rights of all individuals
- 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 partners in your community
- Reporting crime – see it, say it
- Respecting and valuing policing services and the rule of law

## WHAT DID WE HEAR?

In 2020, the Board launched a new five-year strategic plan for 2020-2024 as a world pandemic took hold. The public health crisis limited opportunities for in-person consultation at a time when a critical dialogue about how racism and bias affect our community and its institutions, including policing, is occurring. Notwithstanding, the Board was able to meet with several groups in order to better understand community needs, values and expectations and received feedback through safe meetings, a short online survey, delegations to public meetings and online interactions. Throughout the consultation process, citizens emphasized the importance of fair and respectful policing. Community members from diverse backgrounds expressed that improved relationships with police would support public safety in a more meaningful way.

The Board heard that public education on improving personal and community safety and how residents can be involved is important. As in-person training sessions, forums and similar interactions with the Service were limited and will be for some time to come, finding alternatives ways to reach the community is necessary. Media releases, active social media feeds, and virtual interactions are some of the ways to keep the public informed on safety tips, crime statistics and local activities. The Board also heard that effective partnerships between law enforcement and community stakeholders are essential to public safety. It is critically important that we all embrace public safety as a shared responsibility. Law enforcement and community members must develop positive working relationships in order to build enduring solutions and increase trust between the police and the public. Developing innovative and creative resources that help law enforcement engage community leaders and build partnerships, helps to improve the health of our communities.

The Board's current strategic goal of Community Partnerships is a cornerstone of how citizens expect policing services to be delivered.

It is every person's right to feel safe and to be dealt with fairly. The requirement for fair, non-discriminatory and equitable policing services are set out the *Board's Bias-Free Policing Policy* and the Service must report annually on its compliance with the policy. Through its *Bias Free Policing and Professional Standards Report*, the Service reports on its compliance and the nature and outcome of complaints made to the Professional Standards Unit. The Service also provides separate reports on: community relationships, pre-charge restorative justice diversions, public education, training, budgets, capital projects, citizen satisfaction on numerous policing/safety perceptions and citizen trust and confidence.

The Board has reviewed the Bias Free Policing policy, and its attendant reports, and the direction to the Service is to set out what steps will be taken to build and improve relationships with the community.

# WHAT DO WE KNOW?

## Demand and Expectations

The demand for service is a factor in the establishment of the current strategic objectives. The volume of demand for service continues to increase each year. In 2019, there were 648,247 calls for service, 231,637 of those calls were dispatched and 75,512 of those were police initiated. This illustrates that demand is largely citizen-generated and that there is a strong public expectation that safety issues will be addressed by police. Over 2020, online crime reporting has also increased.

To increase transparency, the Service provides an online tool that shows the reported safety concerns and the volume of activity for each neighborhood. There is still a high demand for services that preserve peace and good order, detect offenders and enforce the law.

There has been public attention on the use of force as well. It is understood that, as peace officers, the law sets out that there will be times when the use of force is necessary and justifiable in order to preserve safety and order. It is noteworthy that there are many legal checks and balances in place to safeguard the public interest and accountability of police in regard to use of force including the *Criminal Code of Canada*, *The Police Services Act*, Professional Standards Unit, Law Enforcement Review Agency, Independent Investigation Unit and the courts.

Some demand for service is created by limited support in areas such as crisis intervention, youth services and intervention, mental health supports and addiction treatment beds. The Service continues to be available 24/7, which means that they are most often the only response available. The Board is aware 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, community integration and poor mental health. Racialized communities in particular expressed concerns and the desire to build trust between police and community members. This is captured in the strategic priority of Community Partnerships.

## Policies and Procedures

The Board's policy is that the Service must comply with standards set out by the Commission on Accreditation for Law Enforcement Agencies. The program sets out and monitors over 230 internationally accepted policing standards. Winnipeg Police Service has subscribed to this accreditation process since 1989. The Board receives quarterly reports on progress made to sustain accreditation.

## Fiscal

The Board allocates funds granted to the police service by Council, in collaboration with the Service, in order to address the needs, values and expectations of the community. This year, Council adopted a four-year budget (2020- 2023) in order to provide certainty and predictability. There were immediate changes to the policing budget in 2020 due to budgeted pension savings that cannot be realized.

# CURRENT EVENTS

Events have brought issues of systemic racism to the forefront and this continues to be a chief consideration for the Board.

There are a significant number of people demanding increases in accountability with respect to interactions within specific communities. The Board heard demands for improvements that demonstrate inclusivity and respect for diversity. Some of the current checks and balances include the following reports: *Bias-Free Policing and Professional Standards Report*, *Police Vehicle Operations Report* and *Use of Force Report*. These reports are shared with the public annually.

The Board'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. The survey is conducted every two years and a new survey will be conducted in 2021.

# 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. In 2020, the pandemic has created many changes to the environment for policing that will continue to have an impact in 2021.

The most recent environmental scan can be found on the Board's website:

https://winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/boardpublications/2020/2020_TheEnvironmentforPolicinginWinnipegReport.pdf

## 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. The five-year strategic 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 metrics that are specific to each strategic direction. 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

