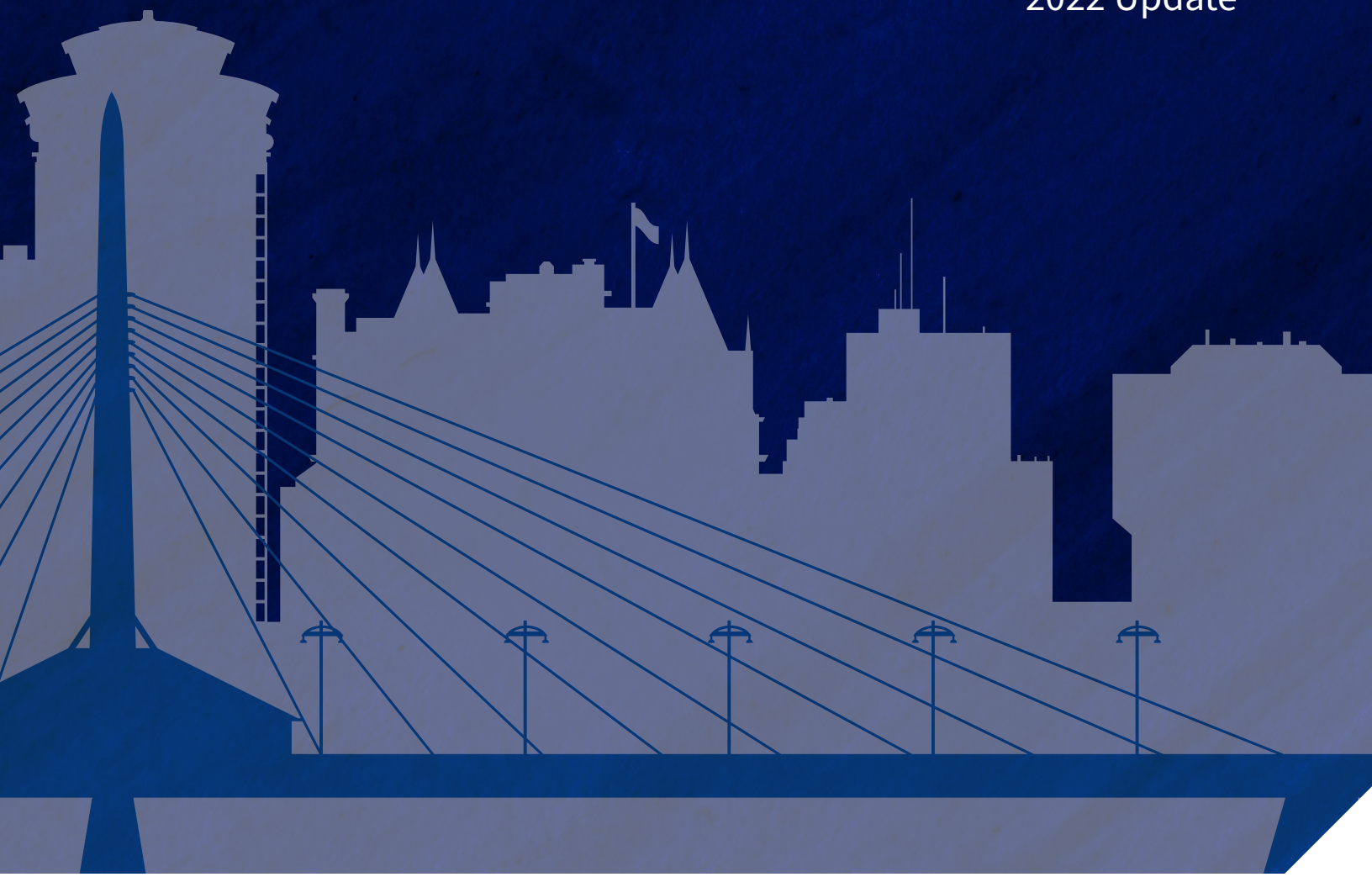
Winnipeg Police Board

## Winnipeg Police Service

# STRATEGIC PLAN 2020-2024

*A Culture of Safety For All*

2022 Update




Shawn
WINNIPEG POLICE
ROOKIE

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## 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



*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. A five-year plan is developed and a review is conducted annually to ensure that it continues to meet with public expectations.*

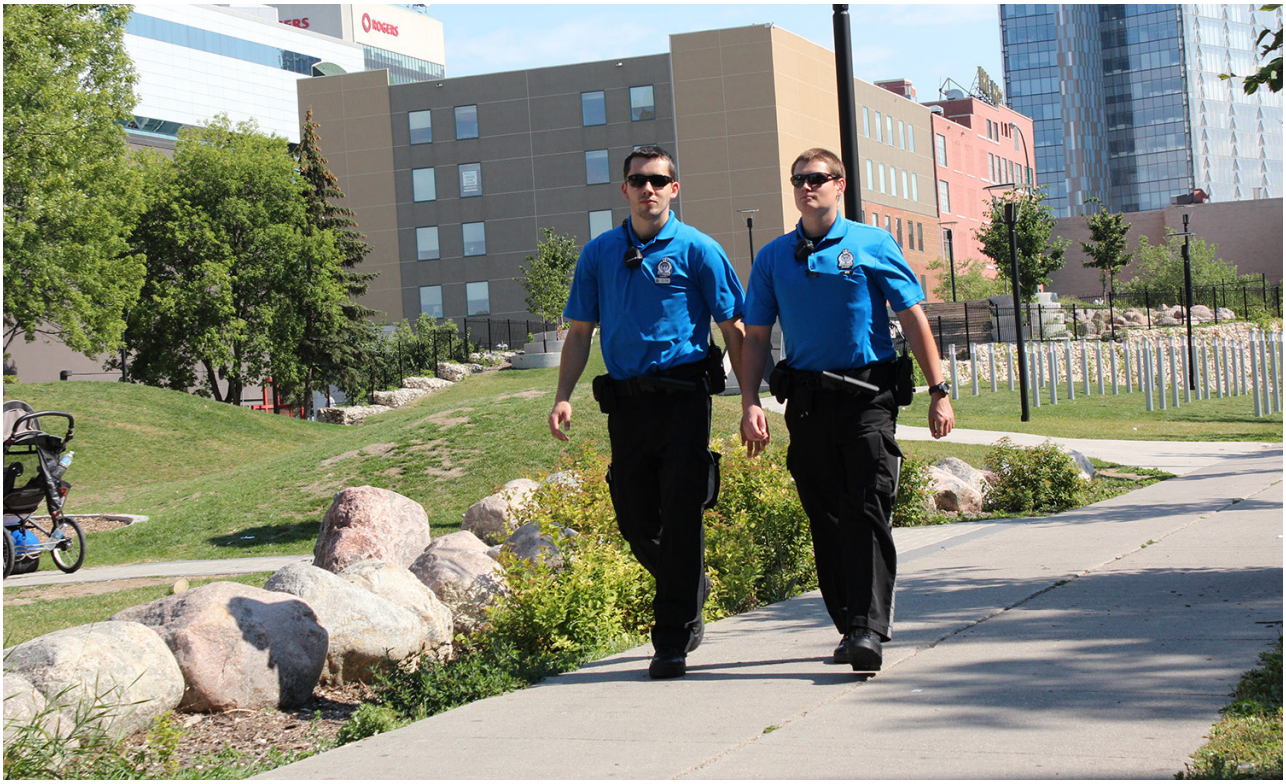


# INTRODUCTION

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

- statutory duties of police officers;
- demand for service;
- public consultations and delegations to the Board;
- the City's 25-year strategic plan, 'Our Winnipeg';
- the most current Winnipeg Police Service General & Online Survey information (2019);
- non-police strategies aimed at health and safety such as the City of Winnipeg Poverty Reduction Strategy, the United Way expansion of 211 services, Main Street Project, Street Links and others;
- evidence/data about the environment that we live, work and play in;
- quarterly and ad hoc reports on strategic/business targets, risks and opportunities and the policing budget; and
- research and jurisdictional information on promising and best practices in police governance 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 specific actions to address the strategic priorities identified by the Board, what will be measured and what the context is for the performance measurement. Progress 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 and the resources required to deliver adequate and effective 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 Service
- Recommending estimates 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
- Demonstrating public accountability by providing the Board with quarterly and ad hoc reports on measures that are in the annual Business 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 a positive bias free approach in its dealings and recognition of 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:

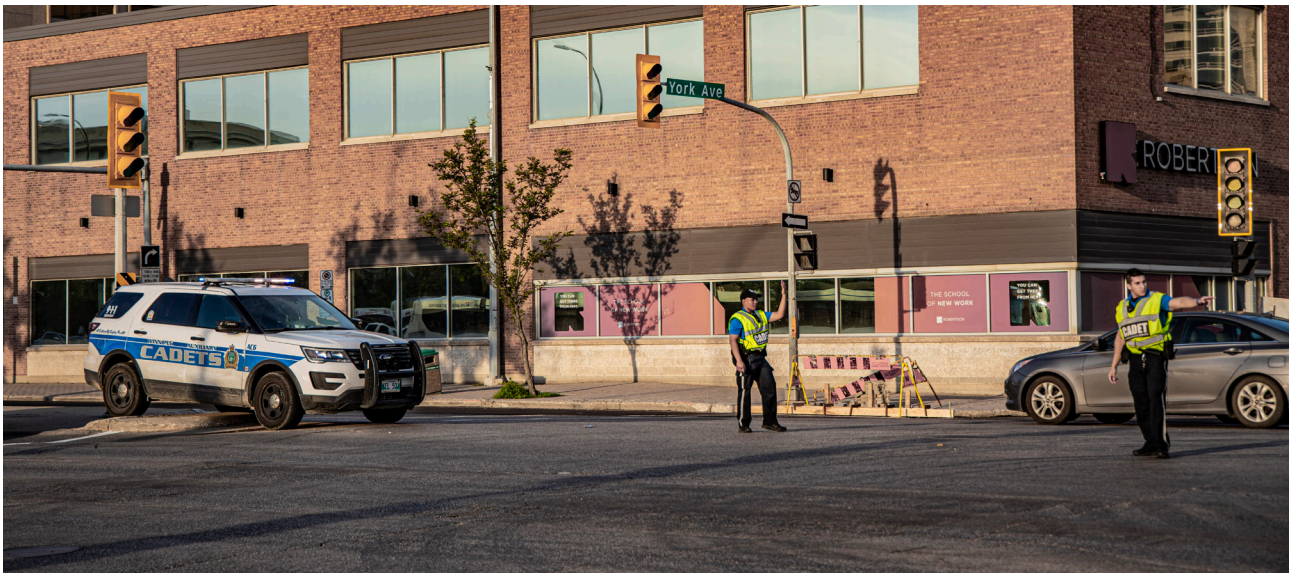
- Being partners in your community
- Reporting crime – see it, say it
- Respecting and valuing policing services

## WHAT DID WE HEAR?

In 2020, the Board launched a new five-year strategic plan for 2020-2024 as a world pandemic took hold. As we enter year three of this plan (2022), the effects of the pandemic are still not fully known as the battle is not over. Public health restrictions limited opportunities for in-person consultation. The Board did, however, meet with several groups and continues to receive feedback through safe in-person meetings, a short online survey, delegations to public meetings and online interactions. The dialogue about the impact of racism and bias on our community and its institutions continued, and, 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 meaningful way.

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 are limited due to public health concern and will be for some time to come. Media releases and active social media to keep the public informed on safety tips, crime statistics and local activities will continue to be provided. The Board has heard that effective partnerships between law enforcement and community stakeholders are essential to public safety. Public safety is 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.

It is every person's right to feel safe and to be dealt with fairly. In accordance with accreditation standards, the Service's commitment to unbiased policing and the expectations of its members are clearly established in policy and procedures. The requirements for fair, non-discriminatory and equitable policing services are also set out in 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. These are important accountability mechanisms that are valued by the community. The Service also 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.



# 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 2020 there were 610,774 calls for service, 241,717 of those calls were dispatched and 83,388 of those were police initiated. This illustrates that policing is largely responsive work and that there is a strong public expectation that safety issues will be addressed by police. In 2022 the trend in demand for services will likely continue upward. The recent Bloomberg Harvard City Leadership Initiative report provided to the City sets out that a large number of 911 calls relate to non-emergent issues. It is hoped that through a multidisciplinary approach, a response to certain events will be more closely aligned with the needs of the caller. Police will continue to be responsible for providing a response if there is a reported public safety issue whether it is criminal in nature or not.

Some demand for police services is created by limited support in areas such as crisis intervention, youth services and intervention, mental health supports, housing and addiction treatment beds. The Service is available 24/7 which means that it is most often called upon and available to respond. The Board is aware that there needs to be a greater focus on community wellness and strengthened 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. Directions that support working toward leveraging partnerships and recognizing opportunities for innovation are captured within the strategic goals of Community Partnerships and Effective and Efficient Service and the work will continue in 2022.

There continues to be public attention on use of force and de-escalation. The law sets out that there will be times when use of force is necessary and acceptable in order to preserve safety and order. There are many legal and ethical checks and balances in place to safeguard the public interest and ensure the accountability of police in regard to use of force, including the *Criminal Code of Canada, The Police Services Act*, Professional Standards Unit, Manitoba's Law Enforcement Review Agency and the Independent Investigation Unit. In addition, the Board receives an annual *Use of Force Report* from the Service and the report is made available to the public.

## Communication

The Service has a social media presence on major platforms and regularly produces information bulletins and media releases on challenges, successes, campaigns and other items of interest to the public. There are Facebook Live and YouTube briefings by both Public Information Office staff and the Chief of Police. To increase communication and transparency the Service provides an online tool, CrimeMaps, that shows the reported calls for service and verified crime, as well as the volume of activity for each neighborhood. This tool has been widely used and increases the opportunity for the public to have access to information about what is happening in the city and in their community. It also contributes to accountability as, at a high level, it shows what kinds of issues police are responding to.

### Policies and Procedures

The Board's Law Enforcement Accreditation Policy provides that the Service must comply with standards set out by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The program sets out and monitors internationally accepted policing standards. The Service has subscribed to this accreditation program since 1989. The Board receives quarterly reports on progress made to sustain accreditation.

### Fiscal

The Board allocates funds granted to the Service by Council, in collaboration with the Service, in order to address the needs, values and expectations of the community. 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 could not be realized. In 2022 the Service will continue to contribute to the shortfall as a result of this. COVID-19 funding pressures are also expected to continue into 2022. In the most recent Service General & Online Survey (2019), 40% of respondents felt funding for policing was appropriate and adequate and nearly 39% thought policing was underfunded.

## CURRENT EVENTS

Events have brought issues around systemic racism to the forefront of discussions about all public institutions. The Board's expectation is that the Service will continue to provide professional, unbiased policing. The Board has heard demands to increase accountability and calls for improvements that demonstrate inclusivity and respect for diversity. The current checks and balances in place are 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. Specific activities are ongoing to address systemic racism, to promote diversity within the Service and to ensure that the values of the Service are modeled by all members.

The bi-annual Service General & Online Survey (2019), conducted by an independent agency, provides statistically valid data in regard to citizens' perspectives. The survey is comprehensive; addressing crime, safety, policing services, and views of the Service itself, including public opinion on the amount of funding currently provided by City Council. The survey that was scheduled to be conducted in 2021 was deferred to 2022. This was due to the current public health measures and a separate consultation being conducted by the public service at the direction of City Council on a funding formula that is to provide planning certainty to the city and sustainable funding for the Service.

For ease of reference, highlights of the 2019 survey are included below. The full survey results can be viewed on the Service website at the following link: www.winnipeg.ca/police/survey/default.stm

# WPS 2019 GENERAL & ONLINE 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

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 includes individuals, business leaders, other levels of government, community organizations and recreation and religious institutions.

## HEALTHY ORGANIZATION

The stressors that exist in the life of a first responder cannot be adequately described here. While each individual responds uniquely to the circumstances that they encounter, the Board recognizes that the pandemic has compounded the impact of what is already very difficult work. A Mental Health and Workplace Culture Survey was conducted in early 2021. The Board received a presentation on the findings in the report and heard that action must be undertaken to address the morale and health of the membership. Immediate plans have been implemented to respond to the employee survey and the work will continue into the future.

## 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 pandemic has created many changes to the environment for policing that will continue to have an impact in 2022.

The most recent environmental scan can be found on the Board's website in the Board Publications. https://winnipeg.ca/clerks/boards/WpgPoliceBoard/boardpublications.stm

## REPORTING TO WINNIPEG

To be effective and accountable, the Board must report publicly to Winnipeg citizens and continue to receive input from community members on values and expectations. The five-year plan is a fluid document and is reviewed on an annual basis to ensure that it continues to resonate with Winnipeg residents. The Service provides a range of reports on standards, compliance with Board policies and public interaction, as well as statistical 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

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 are made to the annual Business Plan that reflect emergent issues as well as the long-term strategic goals.

# 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 neighborhoods and consider this to be a primary activity for police. To further promote driver responsibility the Service will continue to partner with outside agencies, such as Manitoba Public Insurance, on targeted campaigns. The Service will deliver initiatives aimed at neighbourhood issues as they arise or when patterns are observed.

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

- Promote road safety and driver responsibility
- Promote safety of downtown and other vulnerable 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. Communication at all levels is essential in order to continue to move this goal forward. The Service will continue to demonstrate its commitment to inclusiveness and bias-free policing.

***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 mentally rigorous.

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

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

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