



WINNIPEG POLICE SERVICE **2016 BUSINESS PLAN**

A CULTURE OF SAFETY FOR ALL

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CHIEF'S MESSAGE



As Chief of Police, I am pleased to introduce the *Winnipeg Police Service 2016 Business Plan*, our first in conjunction with the ***Winnipeg Police Board's 2015-2019 Strategic Plan***.

Our plan outlines the four strategic goals and related objectives that the Service will strive to achieve during the coming year. These goals and objectives will direct our members as they work to create a culture of safety for all by partnering with our community to preserve peace, prevent crime, assist victims and enforce laws, thereby building safe and healthy communities across our city.

Crime prevention through social development is the dominant theme that carries across these goals and objectives. They were identified through the active participation and ongoing input from our members, the Board, and our public and community partners, who all desire to make Winnipeg a safer place to live, work and play.

Our Business Plan is a living document. It will be responsive to the dynamic changes in our environment, including insights from our members, the Winnipeg Police Board and all communities. By providing innovative opportunities to advance public safety, we will optimize our community impact and fulfill our mandate as a community safety agency.

Devon Clunis
Chief of Police



Winnipeg Police Service



Our Vision

A CULTURE OF 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

Our Mission

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

GOAL 1: LESS CRIME AND VICTIMIZATION

Messages from the Deputy Chiefs:

Both the Service and citizens have already benefitted from the development of the Smart Policing Initiative (SPI) in each uniform division. The crime rates in Winnipeg are being reviewed, analyzed and assessed – all toward enhancing community safety. The effective use of human resources along with tools and technology applied to address crime, are making a difference. With the focus on advancing policing initiatives, the Service has developed both internal and external partnerships that enable a proactive approach. Members play a significant role in the creation and permanence of many valuable programs that benefit the greater community, both immediately and long-term. The ongoing efforts and commitment of each member of the Service will result in change for our city.

Art Stannard

Deputy Chief of Support Services

Every member of the Service is proud of the work that they do in our collective efforts to drive our crime rate down. While we can take pride in our successes, we must acknowledge that shifting our focus and doing some things differently will deliver improvements in the quality of life for all Winnipeggers and those who visit us. We have a wealth of knowledge and experience to draw from and, with SPI, we are well on our way to developing a comprehensive, evidence-based model for dealing with crime and public safety issues. This, we must believe, is the key to getting serious about reducing crime and victimization.

Dave Thorne

Deputy Chief of Operations

Less crime and victimization are two of the main reasons most police officers enter the field of policing. The Service has advanced some key goals and initiatives to address less crime and victimization. The day-to-day work undertaken by front-line members and investigators is important and it ranges from working with victims to obtain statements, to clearing an investigation with an arrest. The front-end work that supports crime investigations is an integral part of the solution that includes community engagement and crime prevention. Holding offenders accountable for their crimes is a critical dimension of controlling crime and the fear associated with crime. We must also ensure the follow-up work is not overlooked. This includes court preparation, and most importantly support for the victims of crime. All of these efforts are powerful contributors to our over-arching goal of less crime and victimization.

Danny Smyth

Deputy Chief of Investigative Services

GOAL 1: LESS CRIME AND VICTIMIZATION

1.1 STRENGTHEN PROACTIVE POLICING THROUGH THE SMART POLICING INITIATIVE

OBJECTIVE

Define and Standardize Proactive Police Efforts

SPI is the operational implementation of an intelligence-led and evidence-based approach to policing. Embracing proactive approaches through smart policing tactics and partnerships will enhance the Winnipeg Police Service's ability to foster safer communities. The Service will continue to standardize procedures for proactive policing efforts among the four uniform divisions. These efforts will allow for consistent implementation of SPI organization wide.

OWNER: Superintendent of Uniform Operations, G. Burnett

LEAD: Inspector J. Blunden

ACTIONS

- Create Standard Operating Guidelines (SOG)
 - Define and standardize tracking and measures
 - Continue the exploration of data integration and business intelligence tools
-

MEASURES

- Number of standardized divisional SPI procedures implemented
- Total time spent on proactive policing
- Total proactive target driven events

“The Service will continue to standardize procedures for proactive policing efforts among the four uniform divisions.”

1.2 CONTINUE TO FOCUS RESOURCES TOWARD A DOWNTOWN SAFETY STRATEGY

OBJECTIVE

Re-address the Downtown Safety Strategy with a Collective Impact Approach

Achieving crime prevention through social development requires strengthening synergies between a diverse partnership of community and government agencies. This Collective Impact Approach to crime prevention will form the core of the Downtown Safety Strategy. The Winnipeg Police Service will strive to reduce crime and disorder, and enhance the perception and reality of safety in the downtown area by collaborating with our partners and aligning service delivery with a focus on meeting community needs.

OWNER: Superintendent of Uniform Operations, G. Burnett

LEAD: Inspector S. Halley

ACTIONS

- Align with stakeholders through Joint Operating Committees and other collaborative partnerships
 - Align service delivery with a focus on community needs
-

MEASURES

- Citizen perception survey results
- Neighbourhood specific calls for service
- Neighbourhood specific crime rate

“Achieving crime prevention through social development requires strengthening synergies between a diverse partnership of community and government agencies.”

GOAL 1: LESS CRIME AND VICTIMIZATION

1.3 CONTINUE EFFORTS TO PREVENT AND SUPPRESS GANG ACTIVITY AND RECRUITMENT

OBJECTIVE

Enhance Gang Suppression Strategy

The Winnipeg Police Service will continue to employ traditional methods of crime prevention and suppression targeting gang-related activity. Current tactics will be augmented by proactive policing and the Collective Impact Approach. By partnering with internal and external stakeholders, the Service will actively address the underlying community dynamics of gang involvement.

OWNER: Superintendent of Investigations, J. Szyszkowski

LEAD: Inspector M. Waddell

ACTIONS

- Align Gang Suppression Strategy with SPI strategy
 - Enhance cooperation / coordination between the Street Crime Unit and Uniform Operations
 - Engage youth and their families with early intervention to prevent gang recruitment
-

MEASURES

- Number of Gang Response and Suppression Plan (GRASP) curfew checks
- Proactive activities
- Number of referrals to School Resource Program

“By partnering with internal and external stakeholders, the Service will actively address the underlying community dynamics of gang involvement.”

1.4 INCREASE THE USE OF RESTORATIVE JUSTICE AND DIVERSION PROGRAMMING

OBJECTIVE

Explore Alternative Justice Programs and Diversion

The Winnipeg Police Service is committed to alternative justice measures that meet the needs of people faced with crime and conflict in an inclusive and meaningful way. Alternative justice provides opportunities for both victims and offenders to be active participants in justice and accountability. The Service will work towards joint acceptance of alternative justice programs with Manitoba Justice and other community partners. The intent is to identify persons at risk of becoming more involved with crime, and direct them to support services designed to deter them from future involvement.

OWNER: Superintendent of Investigations, J. Szyszkowski

LEAD: Inspector J. Blunden

ACTIONS

- Collaborate with Manitoba Justice on program development
 - Explore referral procedures and training
 - Enhance communication with community partners in restorative justice
-

MEASURES

- Total number of referrals
- Training time in referral procedures
- Number of meetings with community partners

“The Service will work towards joint acceptance of alternative justice programs with Manitoba Justice and other community partners.”

GOAL 1: LESS CRIME AND VICTIMIZATION

1.5 FOCUS EFFORTS TO IMPROVE TRAFFIC SAFETY THROUGH ENFORCEMENT AND EDUCATION

OBJECTIVE

Create a Service-wide Traffic Strategy

The Winnipeg Police Service advocates that traffic safety is a cornerstone of safer communities. The Service will focus efforts on improving traffic safety through targeted enforcement and education by creating a city-wide strategy and aligning operational divisions to it. Priorities will be identified, and data analytics will be used to address traffic collisions, impaired driving, and distracted driving. The Service will also enhance partnerships in an effort to work together to reduce high risk driving behaviour and conditions.

OWNER: Superintendent of Operational Support, L. Pilcher

LEAD: Inspector G. Friesen

ACTIONS

- Enhance partnership with MPI towards public education
 - Explore data driven approaches to traffic safety
 - Set enforcement priorities
-

MEASURES

- Number of safe driving public service announcements
- Number of joint projects with MPI
- Number of traffic events
- Number of HTA offense notices and warns
- Number of impaired driving and collision events

“The Service will focus efforts on improving traffic safety through targeted enforcement and education by creating a city-wide strategy and aligning operational divisions to it.”

GOAL 1: LESS CRIME AND VICTIMIZATION

The preceding objectives and actions represent what the Service will do throughout 2016 in order to meet the goal of "Less Crime and Victimization" from the *Winnipeg Police Board's 2015-2019 Strategic Plan*. Based on these outcomes, the Service will track our progress and tailor our approach in future years to achieve the targets set out in the Strategic Plan.

HOW WILL WE KNOW	
MEASURE	TARGET
• Crime Severity Index	• 25% reduction by 2019
• Violent Crime Severity Index	• 25% reduction by 2019
• 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 time is spent on proactive policing by 2019
• Vehicle collisions due to distracted and impaired driving	• 25% reduction by 2019

GOAL 2: ENGAGED COMMUNITIES

Messages from the Deputy Chiefs:

Policing has become increasingly involved as a part of the progression toward social change. The continued active engagement and development of partnerships between our Service and the public for the purpose of recognizing and addressing localized problems has led to partnerships that are changing community landscapes. When the Service restructured the operational divisions into a four district model, we improved the level of service provided to the citizens of Winnipeg. As well, Community Relations has been enhanced to expand their services and partnerships in the city. More than ever, community members play an active role in both crime prevention and solution. The Service will continue collaborating with citizens to bring together community safety and problem solving to ensure local priorities are met.

Art Stannard

Deputy Chief of Support Services

Crime prevention through social development is a long term, planned process of collaboration between police and the community. This community engagement is fundamental. Only through genuine and meaningful engagement with communities are we able to listen to, understand and deal with their needs. These needs may be crime-related, societal or community-centered. We must commit to ensuring that our approaches to community engagement are relevant. We must also be sensitive to the diversity within and between each of the groups we engage. The range of beneficial outcomes include: being more responsive to the needs of each community; stronger and more self-reliant communities; incidents of crime and disorder being reduced; a heightened sense of neighbourhood safety; and improvements in the trust and confidence the public has in us.

Dave Thorne

Deputy Chief of Operations

Healthy engagement with the community is vital for our Service. I have yet to meet a police officer or member of our organization who didn't state that helping people was a motivator for joining the Winnipeg Police Service. Engaging people in our city is one path to effectively helping people. Getting to know the people that make up our diverse neighbourhoods enables us to better understand the problems they are confronted with. It also reinforces the notion that we too, are citizens doing our best to help our neighbours deal with crime and disorder. We must engage and collaborate with our government and grassroots partners in health, education, business, public services, and social agencies.

Danny Smyth

Deputy Chief of Investigative Services

2.1 LEAD COLLECTIVE ACTION TO PREVENT CRIME THROUGH SOCIAL DEVELOPMENT

OBJECTIVE

Collective Impact Approach and Efforts

To foster a culture of safety for all, the Winnipeg Police Service is committed to acknowledging the socioeconomic roots of crime. This vision cannot be achieved singlehandedly. A community-wide effort is needed to create safe and healthy neighbourhoods. This is the Collective Impact Approach where the Winnipeg Police Service partners with community and government service providers to make a holistic impact. An integrated approach to crime prevention and social development will contribute to increased safety across Winnipeg.

OWNER: Superintendent of Operational Support, L. Pilcher

LEAD: Inspector G. Friesen

ACTIONS

- Participate in the Public Safety Alliance
 - Support and participate in the Manitoba Government's Block-by-Block Initiative
-

MEASURES

- Number of community and government organizations engaged
- Total number of community committee facilitation hours attended
- Number of families assisted by the Block-by-Block Initiative

“An integrated approach to crime prevention and social development will contribute to increased safety across Winnipeg.”

GOAL 2: ENGAGED COMMUNITIES

2.2 WORK WITH OUR PARTNERS TO PROTECT VULNERABLE PERSONS

OBJECTIVE

Consolidate Efforts to Minimize Risk to Vulnerable Citizens

Everyone deserves to be safe. Those individuals who have the least safety and security need our focused efforts. The Winnipeg Police Service continues to dedicate resources to confront the victimization of the most vulnerable citizens. Mental health, addictions and exploitation continue to be major focuses of the Service. To make a greater impact we will continue to leverage our partnerships to address the root causes of victimization.

OWNER: Superintendent of Investigations, J. Szyszkowski

LEAD: Inspector K. Dennison

ACTIONS

- Implement the Indigenous Women Safety and Protection Strategy
 - Ongoing commitment to Project Devote
 - Continue counter-exploitation efforts with focus on building trusting and meaningful relationships between the police, sexually exploited persons, and the community
-

MEASURES

- Number of meetings with partner organizations
- Number of interventions with vulnerable citizens
- Number of exploiters arrested
- Number of sexually exploited persons referred to community resources

“To make a bigger impact we will continue to leverage our partnerships to address the root causes of victimization.”

OBJECTIVE

Winnipeg Safe City Program

Sexual violence against women exists in all urban centers around the world. The Safe Cities Global Initiative has been developed by UN Women to help create and support locally relevant strategies for reducing and preventing sexual violence against women in public spaces. Winnipeg is one of 21 cities in the international community who have joined this initiative.

OWNER: Superintendent of Operational Support, L. Pilcher

LEAD: Inspector K. Dennison

ACTIONS

- Continue to support the initiative through targeted data collection
- Continue to liaise with the Winnipeg Safe City Steering Committee by acting in an advisory capacity as required
- Develop and explore strategies for reducing and preventing sexual violence against women in public spaces

MEASURES

- Number of meetings attended
- Number of data files shared
- Number of initiatives to reduce sexual violence against women in public spaces

“Winnipeg is one of 21 cities in the international community who have joined this initiative.”

GOAL 2: ENGAGED COMMUNITIES

2.3 ENHANCE COMMUNICATION, TRANSPARENCY AND ACCOUNTABILITY

OBJECTIVE

Develop an External Communications and Outreach Strategy

The Winnipeg Police Service acknowledges that public trust is the cornerstone of our organization. This trust is built on clear and transparent communication. The Service is striving to increase our accountability by continuing to deliver information on a timely basis. Our communications strategy involves not only providing information to the citizens we serve but also enhancing our accountability by reporting on and detailing our activities and results on an ongoing basis to the Winnipeg Police Board.

OWNER: Superintendent of Organizational Support, B. Ormiston

LEAD: Manager K. Dehn

ACTIONS

- Continue to grow communication platforms, including internet presence, social media, and traditional media
 - Monitor and evaluate the effectiveness of monthly reports provided to the Police Board
-

MEASURES

- Public following on social media platforms
- Frequency of written communications to the community
- Percentage of key messages issued that appear in media coverage

“The Winnipeg Police Service acknowledges that public trust is the cornerstone of our organization. This trust is built on clear and transparent communication.”

2.4 ENHANCE COMMUNITY RELATIONSHIPS

OBJECTIVE

Engage Indigenous and Newcomer Communities

The Service will continue efforts to collaborate and nurture partnerships with the Indigenous, newcomer, and youth communities in the city. Through shared ownership of the priorities identified by our partners, we will collectively impact community safety and create a culture of safety for all.

OWNER: Superintendent of Operational Support, L. Pilcher

LEAD: Inspector G. Friesen

ACTIONS

- Build and foster new partnerships with the Indigenous communities in and around Winnipeg
 - Support and participate in the work of the Indigenous Advisory Council
 - Continue to provide newcomer liaison programs
-

MEASURES

- Number of meetings held with representatives of Indigenous communities
- Engagement hours (workshops, presentations, or other engagement activities) in culture, diversity and community outreach

“Through shared ownership of the priorities identified by our partners, we will collectively impact community safety and create a culture of safety for all.”

GOAL 2: ENGAGED COMMUNITIES

OBJECTIVE

School Engagement

The Winnipeg Police Service will enhance and expand partnerships with the Winnipeg school community in an effort to enrich relationships between police, educators, parents, students, and the community. Continued enhancement of school engagement will ensure open lines of communication creating stronger relationships with area youth and the community.

OWNER: Superintendent of Operational Support, L. Pilcher

LEAD: Inspector G. Friesen

ACTIONS

- Enhance and expand partnerships with Winnipeg schools through the School Resource Officer (SRO) and the School Education Programs (SEP)
 - Complete and evaluate the 2015-2016 SRO program within the Seven Oaks School Division
-

MEASURES

- Number of School Resource and School Education Officers at elementary, secondary and post-secondary schools
- Number of school engagement contacts
- Number of Seven Oaks School Division SRO recommendations and actions

“The Winnipeg Police Service will enhance and expand partnerships with the Winnipeg school community in an effort to enrich internal and external relationships between police, educators, parents, students, and the community.”

2.5 CONTINUE TO BUILD A SERVICE THAT KNOWS AND REFLECTS THE COMMUNITIES IT SERVES

OBJECTIVE

Enhance Recruiting

Cultural diversity is a defining characteristic of Winnipeg. The Winnipeg Police Service embraces multiculturalism and we strive to build a police service that reflects its residents. Our objective is to understand the community we serve and reflect it through diverse hiring practices.

OWNER: Superintendent of Human Resources Support, G. Perrier

LEAD: Inspector G. Forscutt

ACTIONS

- Continue to increase recruiting efforts of Indigenous and visible minorities for both civilian and police positions
 - Review, develop, and implement new recruitment strategies and technologies
-

MEASURES

- Percentage of cadet and police recruits that are Indigenous, visible minorities, and women
- Percentage of the workforce that are Indigenous, visible minorities, and women

“The Winnipeg Police Service embraces multiculturalism and we strive to build a police service that reflects its residents.”

GOAL 2: ENGAGED COMMUNITIES

The preceding objectives and actions represent what the Service will do throughout 2016 in order to meet the goal of “Engaged Communities” from the *Winnipeg Police Board’s 2015-2019 Strategic Plan*. Based on these outcomes, the Service will track our progress and tailor our approach in future years to achieve the targets set out in the Strategic Plan.

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 community safety initiatives	• City-wide growth in engagement
• Diversity within the Service	• Reflects the City’s available workforce by 2025 • 15% of new recruits are Indigenous by 2017, and 20% of new recruits are Indigenous by 2019
• A communications and outreach strategy for the Service	• Development of the strategy by the end of 2016

GOAL 3: EFFECTIVE & EFFICIENT SERVICE

Messages from the Deputy Chiefs:

The vision of streamlining existing systems is critical, and is becoming a reality. Several efficiencies have been realized through the deployment of personnel with backgrounds fit to purpose. We are committed to selecting and hiring the best qualified individuals. Our training standards ensure that members remain current with technology, public safety issues and best policing practices. Our diverse workforce performs a unique role in our city. Service delivery has changed, as have the demands of public agencies, government and communities. The Service will continue to identify new opportunities to form partnerships with stakeholders, as well as support relationships that enhance community safety.

Art Stannard

Deputy Chief of Support Services

Policing is an essential public service. It is fundamental to the well-being and vitality of our communities and to the safety of all our citizens. Equally important is the need to maintain public confidence through effective and efficient policing. The Winnipeg Police Service, and all its members, have a long-standing and well-earned reputation for being a stable, responsive and professional police service. We are not alone in facing rising expectations, as all police services across the country face unprecedented challenges. We will meet those challenges and excel by continuing to be innovative and passionate about what we do so well for the citizens of our city.

Dave Thorne

Deputy Chief of Operations

Our people get the job done. The men and women of the Winnipeg Police Service demonstrate this every day. I learned long ago that when there are problems with the service we provide we must first examine the systems and processes that are in place. By improving our systems, more often than not, we enable our people to provide better service. Where possible, we should strive to capitalize on technology and innovation to help us improve. We should also be open to collaboration with people from outside the Winnipeg Police Service whose experiences may help us to improve our own service delivery. A commitment to effective systems and equipment will ensure that our people will get the job done efficiently.

Danny Smyth

Deputy Chief of Investigative Services

GOAL 3: EFFECTIVE & EFFICIENT SERVICE

3.1 ENSURE THE RIGHT PEOPLE ARE IN THE RIGHT JOBS IN THE RIGHT NUMBERS

OBJECTIVE

Staffing and Civilianization

Public accountability requires the Winnipeg Police Service to make the most efficient use of its resources. The primary resource of any police service is its employees. Opportunities exist to review and compare our current state with best practices nationally. The Service strives to ensure efficient service delivery through the optimal deployment of personnel and the appropriate ratio of sworn officer to civilian members.

OWNER: Superintendent of Human Resources Support, G. Perrier

LEAD: Inspector G. Forscutt

ACTIONS

- Complete the Job Description Review project
 - Increase the civilian complement through new hires or conversion of existing positions
 - Investigative Services shifting review
-

MEASURES

- Number of new civilian positions or conversions
- Sworn officer to civilian ratio
- Number of calls for service per officer
- Citizens to officer ratio

“The Service strives to ensure efficient service delivery through the optimal deployment of personnel and the appropriate ratio of sworn officer to civilian members.”

3.2 IMPLEMENT INNOVATIVE TECHNOLOGIES

OBJECTIVE

Information Technology Efforts

Information Technology (IT) plays a critical role in our ability to deliver efficient services to the citizens of Winnipeg. Assessing and upgrading our technological capabilities is required to keep pace with the evolving demands of modern law enforcement. New technologies and innovations exist and can be leveraged for operational enhancements. This will allow us to free up resources and increase capacity to focus on community priorities.

OWNER: Superintendent of Organizational Support, B. Ormiston

LEAD: Manager K. Shelby

ACTIONS

- Complete an effective and efficient transition to Headquarters
 - Continued development of identified projects requiring IT support
-

MEASURES

- Number of technology pilot projects initiated
- Impact of pilot projects
- Number of Headquarters IT transition targets achieved

“Assessing and upgrading our technological capabilities is required to keep pace with the evolving demands of modern law enforcement.”

GOAL 3: EFFECTIVE & EFFICIENT SERVICE

OBJECTIVE

Body-Worn Cameras

The Winnipeg Police Service is committed to transparency in our operations. The Service is striving to explore new and alternative technologies to enhance our efficiencies, as well as increase our effectiveness for the communities we serve. The body-worn camera is a rapidly emerging law enforcement technology currently being explored by agencies around the world.

The Winnipeg Police Service plans to implement a pilot project for the testing of body-worn cameras in 2017. The Service will develop the scope of this test, set out a budget, prepare procedures and create a training plan. This will allow us to assess the effectiveness of body-worn cameras for police members in operational areas.

OWNER: Superintendent of Organizational Support, B. Ormiston

LEAD: Manager P. de Jong

ACTIONS

- Define scope of the project with project team
 - Develop a budget, procedures, and training plan
-

MEASURES

- Progress toward project development targets

“The body-worn camera is a rapidly emerging law enforcement technology currently being explored by agencies around the world.”

3.3 INSTILL A CULTURE OF CONTINUOUS IMPROVEMENT

OBJECTIVE

Embrace Lean Principles

The Service must not only improve, but also instill a culture of continuous improvement that will allow us to make the most efficient use of our resources and continually reassess our service delivery. Lean principles offer tools to examine our processes and find improvements.

OWNER: Superintendent of Organizational Support, B. Ormiston

LEAD: Manager P. de Jong

ACTIONS

- Apply Lean principles to targeted projects within the Service
-

MEASURES

- Number of projects where Lean principles are incorporated
- Organizational impact from Lean projects

“The Service must not only improve, but also instill a culture of continuous improvement that will allow us to make the most efficient use of our resources and continually reassess our service delivery.”

GOAL 3: EFFECTIVE & EFFICIENT SERVICE

3.4 COLLABORATE TO REDUCE THE DEMAND FOR NON-CORE POLICING ACTIVITIES

OBJECTIVE

Collective Impact Approach

The Collective Impact Approach touches on many elements of this plan. It embraces the concept that crime and social disorder are problems not solved by law enforcement alone. Instead, the root causes of these problems require multiple stakeholders and collective ownership to move toward healthier and safer communities. While historically intervention has been the primary responsibility of law enforcement, the Collective Impact Approach requires all stakeholders to share responsibility for this goal. This shared responsibility will reduce demand for non-core activities and allow the Service to refocus resource deployment to align with emerging priorities.

OWNER: Superintendent of Uniform Operations, G. Burnett

LEAD: Inspector C. Baldwin

ACTIONS

- Lead collective efforts through Joint Operating Committees to address family violence, mental health, missing persons, and addictions
 - Implement the Advanced Care Paramedic pilot project in the Central Processing Unit
 - Assess the *2015 Uniform Operations Review and Recommendations Report*
-

MEASURES

- Policing hours spent on non-criminal activities
- Number of prisoners assessed by in-house paramedics

“...the root causes of these problems require multiple stakeholders and collective ownership to move toward healthier and safer communities.”

GOAL 3: EFFECTIVE & EFFICIENT SERVICE

The preceding objectives and actions represent what the Service will do throughout 2016 in order to meet the goal of “Effective and Efficient Service” from the *Winnipeg Police Board’s 2015-2019 Strategic Plan*. Based on these outcomes, the Service will track our progress and tailor our approach in future years to achieve the targets set out in the Strategic Plan.

HOW WILL WE KNOW	
MEASURE	TARGET
• Police Service budget	• Increases at or less than inflation 2017-2019
• Operating cost per police officer per capita	• National average of major police services
• Police strength per capita	• Target to be defined by 2017 after complement review
• Proportion of sworn officers to civilians	• Civilianization plan to achieve national average of major Canadian cities completed by 2017

GOAL 4: HEALTHY ORGANIZATION

Messages from the Deputy Chiefs:

While our organization takes care of the citizens of our city, often police get the most publicity when they are solving crimes and chasing criminals. The understated aspect to this commitment to community is the well-being of our members. All members of the Service, from those in the staff sector to sworn members, contribute to the functioning of a complex organization, where the stresses are unique. Every person must find their own balance between work pressures and individual well-being. The Service has been diligent in providing avenues to members, establishing programs and making assistance available. The health and safety of members of the Service is essential, and will remain a fundamental focus as the Service moves forward.

Art Stannard

Deputy Chief of Support Services

Like any large organization, the Winnipeg Police Service must adapt to remain relevant and effective. Ensuring resilience in the face of complexity will take more than process or structural change. To be successful, we must have a respectful and inspiring work environment where employees feel engaged and empowered. Our success depends on the quality of our people. We form a team where no one Division, Unit, or individual is more important than any other. Our members, sworn and civilian alike, are keys to our success. They have made extraordinary contributions showing dedication, strength and resilience. It is imperative that we maintain a healthy balance between investing in operational capabilities and caring for the development and well-being of our members.

Dave Thorne

Deputy Chief of Operations

The Winnipeg Police Service is committed to building a safe and healthy community. In order to accomplish this goal, we must also be committed to building a safe and healthy organization. We are all familiar with the notion that in order to help someone else be safe and healthy, we must first be safe and healthy ourselves. This can be a challenge in policing. Police work, by its very nature, is often stressful and dangerous. Couple this environment with people who are accustomed to serving others before themselves and our organization is at risk of harming the very people we rely on to deliver the service. That is why a commitment to building a healthy organization is paramount to our success. We must strive to enhance the skills of our people through training opportunities. We must ensure the well-being of our members through behavioral health programs that are designed to intervene before harm occurs. Finally, we must collaborate with the Winnipeg Police Board and the Winnipeg Police Association to develop policies and procedures that safeguard our people.

Danny Smyth

Deputy Chief of Investigative Services

4.1 ENHANCE TRAINING AND PROFESSIONALISM IN THE SERVICE

OBJECTIVE

Create Enhanced Training, E-learning and External Opportunities

The communities we serve expect our officers to be trained to the highest standard. To maintain that level of expertise requires ongoing and regular training. Continuous improvement applies not only to organizational processes but also to the capabilities of our members. Ongoing training, as well as personal and professional development, are cornerstones of a successful and healthy organization. Finding efficient and appropriate ways of making training accessible and relevant for every employee will build the capacity and professionalism of our Service.

OWNER: Superintendent of Human Resources Support, G. Perrier

LEAD: Inspector P. Wowchuk

ACTIONS

- Complete a training needs assessment
 - Deliver Fair and Impartial Policing training to members
 - Develop In-Service programming to enhance existing leadership, cultural awareness and sensitivity training
 - Enhance mandatory and elective training programs
 - Hire a Curriculum Specialist and enhance e-learning programs
-

MEASURES

- Number of participants and courses offered
- Distribution of training by delivery mode
- Distribution of training by subject category
- Number of members trained in Fair and Impartial Policing
- Enhanced training and e-learning milestones achieved

“Ongoing training, as well as personal and professional development, are cornerstones of a successful and healthy organization.”

GOAL 4: HEALTHY ORGANIZATION

OBJECTIVE

Academic Research Partnerships

The Research Partnerships program seeks to improve collaboration between the Winnipeg Police Service and the academic community. This program will engage scholars, both internal and external to the Service, in research that focuses on public safety and police-based opportunities. The program will improve partnerships and coordination of research with the understanding that the academic community has much to offer the police community.

OWNER: Superintendent of Human Resources Support, G. Perrier

LEAD: Inspector B. Miln

ACTIONS

- Create procedures for academic partnerships between the Service and academia that facilitate access to information and research opportunities
 - Establish a research advisory group
-

MEASURES

- Number and progress of research projects
- Outcomes, recommendations, or results identified by the study of information or research

“The Research Partnerships program seeks to improve collaboration between the Winnipeg Police Service and the academic community.”

4.2 ENHANCE EMPLOYEE SAFETY, HEALTH AND WELLNESS

OBJECTIVE

Wellness and Professional Development

In order to facilitate healthy communities, the Service must maintain a healthy organization. Acknowledging the challenges facing our members, the Service has developed a program of behavioural health resources to support employees. The Service works hard to attract and retain dedicated professionals. The demands of police work require that our organization provide the necessary support systems to keep our people healthy. The Service must encourage a work-life balance, knowing that work related stress impacts mental health and well-being.

OWNER: Superintendent of Human Resources Support, G. Perrier

LEAD: Inspector G. Forscutt

ACTIONS

- Continue to develop IT modeling of the Professional Development Program and pilot the program
 - Enhance Peer Assistance Program
 - Develop additional training with a resilience or mental readiness focus
-

MEASURES

- Injury rate
- Number of Peer Support members trained
- Training program milestones achieved

“The demands of police work require that our organization provide the necessary support systems to keep our people healthy.”

GOAL 4: HEALTHY ORGANIZATION

The preceding objectives and actions represent what the Service will do throughout 2016 in order to meet the goal of “Healthy Organization” from the *Winnipeg Police Board’s 2015-2019 Strategic Plan*. Based on these outcomes, the Service will track our progress and tailor our approach in future years to achieve the targets set out in the Strategic Plan.

HOW WILL WE KNOW	
MEASURE	TARGET
• Early warning intervention system database	• Database created and fully functional by 2019
• Comprehensive training needs assessment	• Completed and implementation started by 2019
• Behavioural health strategy	• Fully implemented by 2019



WINNIPEG POLICE SERVICE
2016 BUSINESS PLAN