



# WINNIPEG POLICE SERVICE 2018 BUSINESS PLAN SECOND QUARTER REPORT



A CULTURE OF SAFETY FOR ALL



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

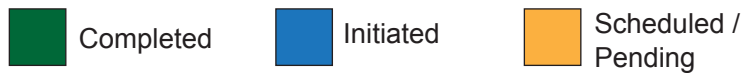
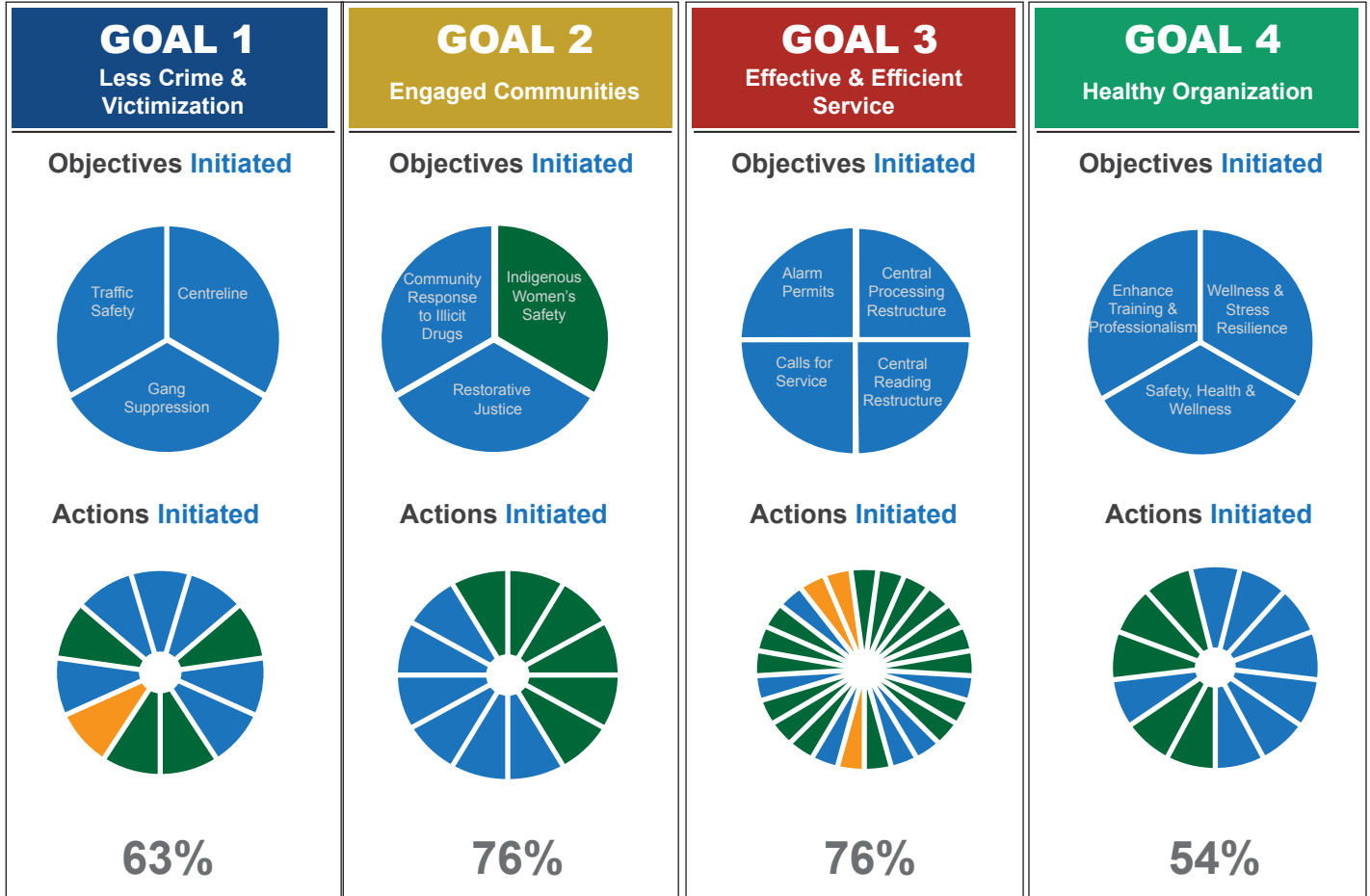
### 4. HEALTHY ORGANIZATION

- a. Enhance training and professionalism in the Service
- b. Enhance employee safety, health and wellness

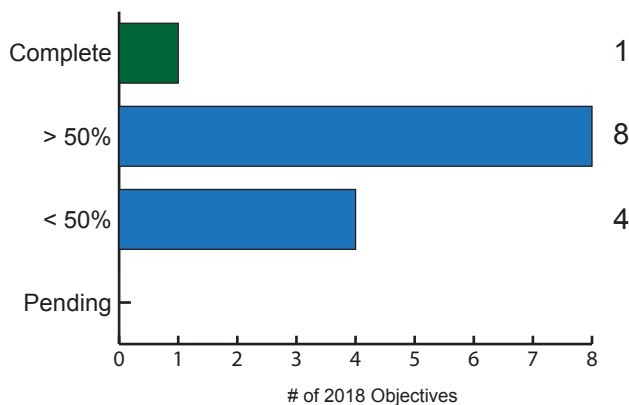
## ***Our Mission***

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

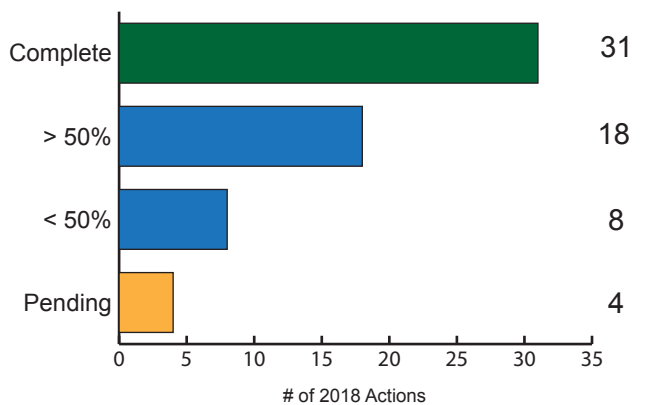
# 2018 Q2: Goal Overview



2018 Planned Objectives



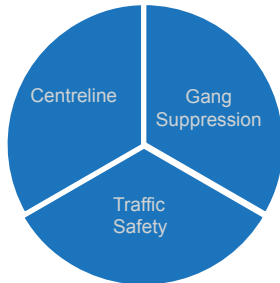
2018 Planned Actions



# GOAL 1: LESS CRIME AND VICTIMIZATION

■ Pending
 ■ Initiated
 ■ Completed

## Status Check



## Objectives

- Centreline Strategy
- Gang Suppression Strategy
- Traffic Safety Strategy

## Actions

### Centreline Strategy 50%

Data-driven resource deployment | 50%

Engage and partner with downtown stakeholders | 50%

### Gang Suppression Strategy 91%

Compliance check initiative | 100%

Illegal firearm investigations | 60%

Expand community engagement | 95%

Expand intervention process | 100%

Partner on gang exit strategy | 100%

### Traffic Safety Strategy 49%

Define data parameters & enhance reporting | 0%

Launch traffic strategy | 50%

Reorganization of Traffic Division | 100%

Prepare for cannabis legalization | 45%

## Key Activities & Accomplishments

### Centreline Strategy

- The White Out playoff celebrations saw more than 45,000 people converge on downtown to safely cheer on the Winnipeg Jets.
- Foot patrol teams have increased engagement with local restaurant and bar staff for enhanced downtown safety.
- Began participation in newly formed Downtown Walkway Safety Committee.
- Deployed officers in downtown transit corridor for increased bus and traffic safety.
- Technology proposal submitted for pilot project to connect multiple safety providers via smartphone.

### Gang Suppression Strategy

- During Gun Amnesty Month more than 300 firearms were turned over to the Service.
- 39 individuals associated with gangs arrested during the second quarter of 2018.
- More than \$200,000 in cash seized by the Street Crimes Unit along with significant amounts of cocaine, marihuana, bath salts and methamphetamine.
- Working with a community partner on development of a sustainable funding model for a gang exit program.

### Traffic Safety Strategy

- Restructured Traffic division and implemented an evening shift for better enforcement of unsafe driving activities.
- Continued preparations for cannabis legislation with federal / provincial governments and other partners.
- Commenced enhanced Roadwatch (impaired driving) campaign.
- Conducted enhanced distracted driving campaign.

# GOAL 2: ENGAGED COMMUNITIES

■ Pending
 ■ Initiated
 ■ Completed

## Status Check



## Objectives

**Indigenous Women's Safety Strategy**

**Restorative Justice and Diversion**

**Community Response to Illicit Drugs**

## Actions

## Key Activities & Accomplishments

### Indigenous Women's Safety Strategy

- Began the 'Trafficked and Exploited Persons Victim Fund' to provide immediate necessities to people leaving exploitation.
- Conducted presentations on exploitation to Downtown Safety Network.
- Participated in the Beyond Borders ECPAT (End Child Prostitution and Trafficking) Canada conference- 'Child Sex Tourism and Trafficking: tackling the problem within our borders and beyond'.
- Launched third-party reporting for sexual assault; victims can now report incidents to Klinik, Sage House and Heart Medicine Lodge.

### Restorative Justice

- Processes and guidelines developed for domestic violence diversion.
- Trained Domestic Violence Unit and supervisors on domestic violence diversion; preparation made to train general patrol members.
- Developed and implemented quality assurance process to monitor and evaluate diversion cases.

### Community Response to Illicit Drugs

- Developing formal process to refer drug users encountered by police members to addiction treatment with Addictions Foundation of Manitoba.
- Drug Enforcement Unit launched and seized more than \$300,000 in illicit drugs and cash.
- Members across the Service gave 60 drug presentations to the community, schools and criminal justice partners in the second quarter of 2018.

### Indigenous Women & Girls 100%

Safety and protection strategy	100%
Counter Exploitation efforts	100%
Commitment to Project Devote	100%
Block by Block (Thunderwing)	100%
High-risk missing youth reporting	100%

### Restorative Justice 35%

Implement domestic violence diversion program	65%
Expand restorative justice program to Division 11	25%
Opportunities for expansion	15%

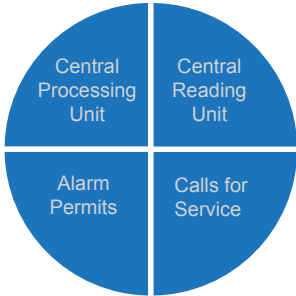
### Response to Illicit Drugs 93%

Develop strategy- Enforcement	95%
Develop strategy- Intervention	80%
Develop strategy- Education	95%
Create a Drug Enforcement Unit	100%

# GOAL 3: EFFECTIVE & EFFICIENT SERVICE

■ Pending 
 ■ Initiated 
 ■ Completed

## Status Check



## Objectives

**Restructure the Central Processing Unit**

**Restructure the Central Reading Unit**

**Review Service's Ability to Respond to Calls for Service**

**Enhance Alarm Permits Processing**

## Key Activities & Accomplishments

### Restructure the Central Processing Unit

- First class of Central Processing Officers have finished training and have been deployed into operations.
- Preparing to hire a second class of officers.
- Evaluating shift models to determine what best serves the needs of the unit.

### Restructure & Civilianize the Central Reading Unit

- Developed and deployed information tools to simplify reporting requirements to the membership.
- Realigned Report Processing Unit staffing for better workload coverage.
- Developed a number of options with Manitoba Justice to reduce overproduction when charges are laid; launched first improvement in July 2018.

### Review Service's Ability to Respond to Calls for Service

- Implementation of two proposed changes underway: restructuring the Alternative Phone Response Unit into Queue Management Team; restructuring call cancellation policies in the Communications Centre.

### Enhance Alarm Permits Processing

- Evaluated proposals from RFP; working towards awarding a contract for system development.
- Finance staff manually sent out more than 13,000 alarm permit renewals during the second quarter of 2018.
- Initiated project with the Assessment and Taxation Department to limit the amount of out of date/transfer of ownership renewals that will be sent out.

## Actions

### Restructure the Central Processing Unit **97%**

Establish charter, team, timeline	100%
Develop new member training	100%
Job descriptions for new roles	100%
Procedures/SOGs for CPU	100%
New uniforms & equipment	100%
Hire and train new members	100%
Launch Phase 1: 12 civilians	100%
Prepare for launch of Phase 2	75%

### Restructure & Civilianize Central Reading Unit **68%**

Establish working groups	100%
Develop/deliver civilian training	100%
Develop/deliver supervisor training	50%
Test/implement new Niche processes	75%
Phase 1: six civilian positions	100%
Phase 2: six additional civilians	0%
Liaise with Justice on reporting	50%

### Review Calls for Service **88%**

Project charter and team	100%
Research/analysis of calls and dispatch process	100%
Prepare final report	100%
Implement actions for increased efficiency	50%

### Alarm Permits Processing **51%**

Business case and funding	100%
Project charter, team, plan	100%
Request for proposal competition	100%
Develop new system	5%
Launch new system	0%
Monitor and evaluate outcomes	0%

# GOAL 4: HEALTHY ORGANIZATION

■ Pending 
 ■ Initiated 
 ■ Completed

## Status Check



## Objectives

### Wellness and Stress Resilience

### Enhance Employee Safety, Health & Wellness

### Enhance Leadership Training & Professionalism

## Key Activities & Accomplishments

### Wellness and Stress Resilience

- E-learning modules continue to be developed for stress resilience training.
- IT and HR departments are working to integrate multiple sources of data into one repository for professional development planning.

### Enhance Employee Safety, Health and Wellness

- Began conducting focus groups and surveys to better assess which issues need coverage.
- Developed syllabus for leadership training on employee health and wellness.
- Began reviewing Service procedures to ensure they are up to date with best practices in regards to substance use, wellness, diversity, health and safety.
- Identified attendance and performance management as key areas to work to support.

### Enhance Leadership Training and Professionalism

- 37 supervisors in various ranks participated in the first sessions of leadership training.
- Increased participation in internal and City of Winnipeg training courses in the areas of leadership, management and governance.
- Developing 'Skill Set Retention' tool to evaluate teaching methods, retention of learned skills and retraining frequency.

## Actions

### Wellness/Stress Resilience 25%

Launch phase two of PDP	25%
Launch resilience training	25%

### Safety, Health & Wellness 40%

Healthy workplace working group	25%
Analysis to ID emerging issues	50%
Develop/implement strategies	50%
Training for supervisors	50%
Reform procedures and training	25%

### Leadership Training 97%

Develop leadership training roadmap	100%
Create communication strategy	100%
Integrate roadmap with PDP	80%
Create multi-year training plan	100%
Implement roadmap in Q2	100%
Formalize Leadership Certificate	100%



WINNIPEG POLICE SERVICE  
**2018 BUSINESS PLAN**  
**STATUS REPORT: SECOND QUARTER**