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REGINA POLICE SERVICE

STRATEGIC PLAN
2015-2018



Regina Police Service

reginapolice.ca



CHIEF'S MESSAGE

It is my pleasure to present the Regina Police Service 2015-2018 Strategic Plan. Our Service applies careful thought, consultation and consideration in preparing strategic plans to guide our work over a prescribed period of time. It is important to clearly articulate, for ourselves, our partners and the community we serve; the mission, vision and values that shape our organizational culture, direct our actions and define our character. Further, we need to guide our efforts through an overarching framework supported by annual business plans that define and evaluate our day to day progress toward our goals.

Creating an effective strategic plan is not an easy task. We need to understand the current environment and anticipate future demands for service that will affect public safety and security. At every step in the process, it involves self-monitoring and honesty to achieve an objective view of our current effectiveness and future needs. The strategic plan defines our work by establishing our priorities and providing focus for the future. This has never been more important than in the midst of a period of rapid population growth for our City. Our community is becoming more culturally diverse; our City's infrastructure needs are changing; and technology brings new opportunities and challenges to our lives, daily. While it is important to understand our challenges, it is more important to identify and explore opportunities for improvement in our service to Regina residents. The Regina Police Service is committed to community policing, promoting the use of partnerships and problem-solving to pro-

actively address the immediate conditions that give rise to crime, social disorder and fear of crime.

In order to anticipate the future and better understand our current environment, we employed two methods to gather information. First, in early 2014 we conducted a community consultation/planning day involving over one-hundred community partners and stakeholders. This group provided valuable feedback on public safety issues as well as important information pertaining to anticipated future challenges. The second approach was to consult with our employees to gather their perspectives. One of the results of these processes was the creation of four themes which will provide focus for our overall strategic plan and the subsequent business plans that will be developed for each year of the strategic plan. These themes: Service, Communication, Our People and Improvements; support our mission and values and will connect our daily work with our long-term vision for our community.

I am confident we have achieved our objective and our four-year strategic plan will provide the foundation required to increase our overall efficiency and effectiveness. We are committed to our mission, *Public Service First* and our vision of working with our partners to maintain and enhance the safety of our citizens.

Developmental Process

The Saskatchewan Police Commission Policy Manual mandates that police services must have a strategic business plan and the means of measuring performance. The strategic business plan should:

- articulate the organizational strategy of the police service; and
- include performance measurement.

This process began in January 2014, and involved a number of consultations with community stakeholders as well as all levels of staff and management and the Board of Police Commissioners. The purpose behind these meetings was to identify strategic policing priorities and themes as well as outcomes. The goal of the planning process was to include all stakeholders who share in the responsibility of community safety and well-being.

The Regina Police Service hired a consultant to assist in the development of the strategic plan and annual business plans.

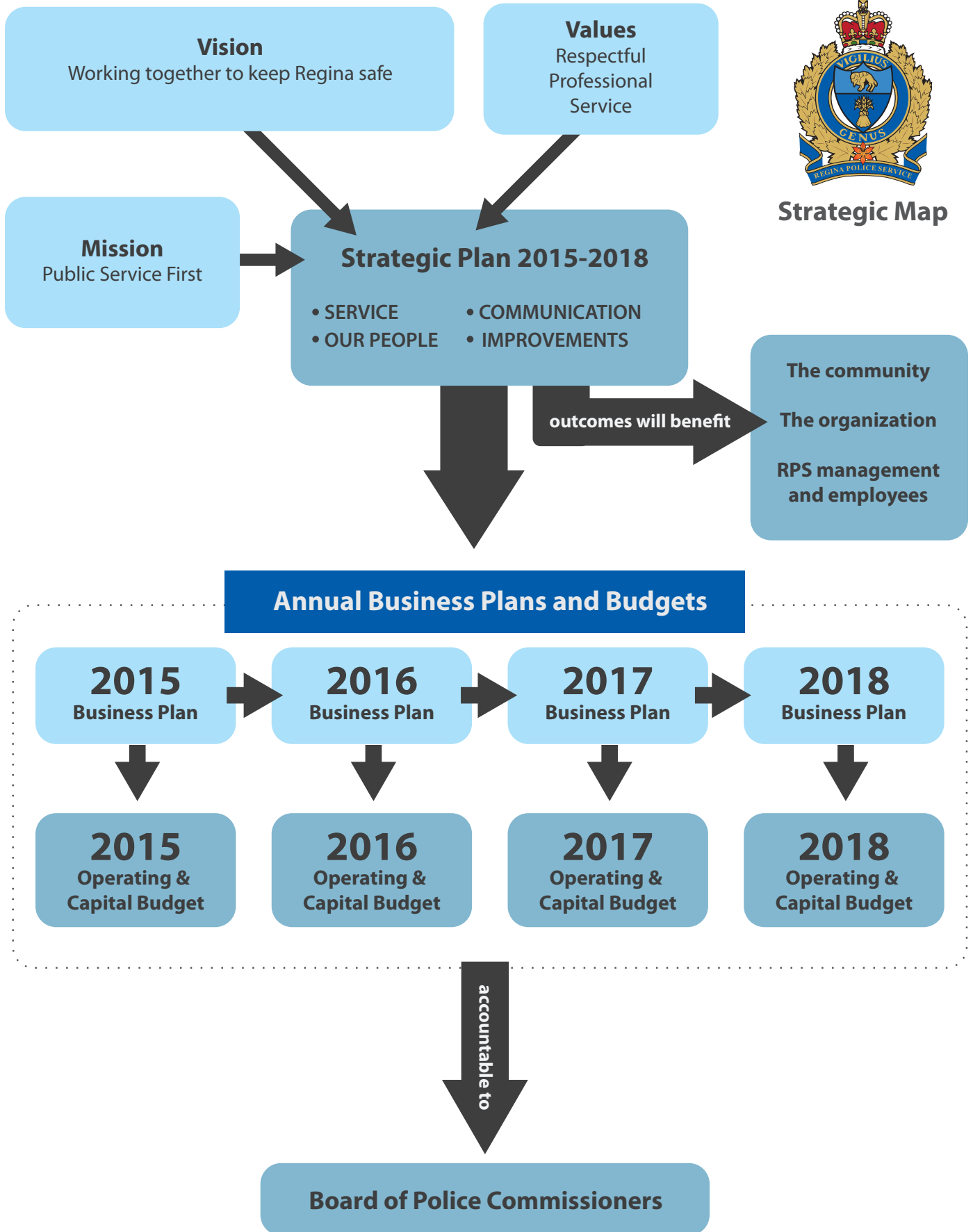
- The Strategic Planning Committee met with the Executive Management Team and the Board of Police Commissioners to gather ideas and concerns about the future of public safety in our city.
- An internet based survey was shared with our membership for a two-week period, in an effort to gather information about organizational priorities, challenges, and strategies to improve efficiency from their perspective.
- A half-day session was held with over a hundred community stakeholders to participate in an exercise identifying their perceptions of the challenges, successes, and change for our Service going forward.
- An off-site internal management meeting was held with our consultant and team of Strategic Planning Committee members to work through a force field analysis.
- In addition to meeting with management, the Board, the community and our staff, a meeting with our consultant and the Regina Police Service Association (RPA) was held to share information about the activities and feedback of the groups to date, and garner feedback from the perspective of the RPA.
- A review was brought forward to the Executive Management Team including all of the information gathered to date. A final discussion regarding the development of the business plans was also completed at this time.
- The Strategic Plan 2015-2018 was presented to the Board of Police Commissioners and was approved.



Intercultural Dialogue Institute Regina Friendship Dinner



Strategic Map



THE REGINA POLICE SERVICE: AT A GLANCE

Mission

Public Service First

Vision

Working together to keep Regina safe

Values

Respectful

Professional

Service

The Regina Police Service was founded in 1892. For more than a century, it has grown and evolved to adapt to community pressures, needs and safety concerns. Since the 1980's, the Regina Police Service has been rooted in a community policing philosophy, which has resulted in well-established partnerships and collaboration to reduce victimization and improve the overall well-being of Regina citizens. The principles of geographic accountability, integration of tactical crime analysis and monitoring have been employed throughout our Service. Growing legislative demands and changes in the nature and complexity of crime have continued to be on the forefront of contemporary policing. This plan is a renewed commitment to demonstrate prudent management and community accountability.

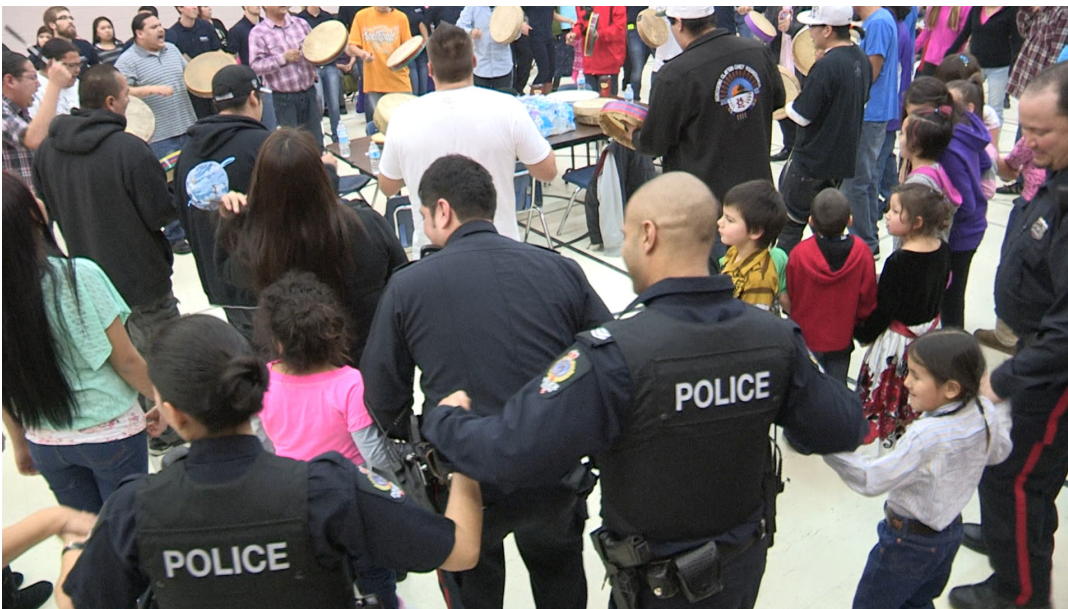


Creation of a Living Document

This Strategic Plan identifies four themes – Service, Communication, Our People and Improvements – that will guide the organization’s actions over the next four years.

The actions themselves will be developed by Divisional Managers and the Executive Committee each year and be detailed within annual Business Plans. The Business Plans will include performance measures and targets for each action. Progress updates will be reported to the Board of Police Commissioners to ensure accountability and transparency.

Similar to the previous plan, the *Regina Police Service Strategic Plan 2015-2018* will have a lifespan of four years. Previous plans were quite specific, listing each action in detail that would be taken. However, with a four-year plan, this level of detail does not always afford enough flexibility to respond to a changing environment or shifting priorities.



RPS Round Dance



The Past, Present and Future

Since the development of the previous Strategic Plan, there have been a number of changes to the geographic and demographic landscape of our community. An environmental scan was completed to assist the Regina Police Service in meeting the needs and expectations of the community while practicing progressive and prudent management. The goal of the Regina Police Service is to continue to be a contemporary policing agency.

Changing City

Regina has experienced rapid population growth in recent years, particularly through immigration. Forecasts suggest that will continue. The *Design Regina* Official Community Plan projects that Regina's population may reach 300,000 people by 2040. The City of Regina has annexed surrounding land that will be developed in the coming years to accommodate this growth. These changes bring potential challenges and opportunities in terms of greater cultural diversity, more traffic, more public events requiring police presence and certain types of criminal activity, such as drugs and gangs, which are typically drawn to thriving cities.

Crime and Public Perceptions of Safety

Regina has experienced substantial reductions in crime in recent years. However, Regina continues to report among the highest rates of crime among Canada's major urban centers each year.

The Regina Police Service is committed to solicit feedback through community surveys conducted on a bi-annual basis. In previous community surveys, residents felt Regina was either safe or very safe.



Canine Team



Class #1, Law, Public Safety and Security Program
Campus Regina Public



Beat Officers at the Farmers' Market

Community Safety and Well-being

The Regina Police Service plays a crucial role in ensuring Regina is a safe community, through the enforcement of laws, the suppression of criminal activity and the prevention of social disorder. However, police cannot address community safety and well-being alone. It is increasingly recognized by human service providers that the best approach is for stakeholders to work together. The 11 & Under Initiative - which assists at-risk youth and their families – is just one example of successful inter-agency collaboration in Regina.

Economic Climate

The budgets of public agencies, including police, are under increasing scrutiny as governments struggle to meet service demands as well as maintain and develop infrastructure. Despite Saskatchewan being relatively sheltered from the global economic recession, service providers here are not immune to budget pressures. The Regina Police Service must ensure the service provided is both effective and efficient.

Working Environment

A greater emphasis is being undertaken by the organization to ensure a positive, professional working environment with high employee engagement and satisfaction. This emphasis includes building respectful two-way communication, fostering employee development and nurturing relationships of mutual respect and trust. The Regina Police Service is committed to solicit feedback through employee surveys, conducted on a bi-annual basis.

Technological Advancements

Rapidly advancing technology presents both opportunities and challenges to policing. Technological advancements have assisted police in operational, investigative and forensic capabilities as well as streamlined work processes.

One of the challenges for police is the changing nature of crime through the use of technology. The Internet has removed geographic borders when it comes to crimes such as fraud or child exploitation. As a result, the investigation of these crimes can be time-consuming and complicated, which has stressed police resources.

Strategic Themes

The strategic themes and associated objectives will be our focus for the next four years.

SERVICE

The core functions of the Regina Police Service are emergency response, quality investigations, response to non-emergency calls, traffic safety, crime prevention and community building. We will focus on service by:

- further expanding our capacity for community policing and proactive initiatives,
- leveraging investigative advancements, and
- working collaboratively to address community safety and well-being with our partners.

COMMUNICATION

Exchanging accurate and timely information with the public, with our partners, peers in policing and within our own organization is critical to conducting our work effectively and ensuring our legitimacy in the eyes of those we serve. We will focus on communication by:

- formalizing lines of communication internally,
- enhancing public education and external communications, and
- utilizing community feedback to strive to meet public expectations and priorities.



Community Services Division

OUR PEOPLE

Qualified, well-trained, engaged and motivated employees, who are properly deployed, is crucial to delivering optimal service to the citizens of Regina. We will focus on our people by:

- deploying our employees strategically and responsibly,
- developing and supporting our employees, and
- striving to create a positive and professional working environment.



Spin class in fitness facility



Communications Centre

IMPROVEMENTS

A contemporary police service must ensure its facilities, equipment, business processes and other tools meet the organization's needs, are consistent with sound budgeting principles and reflect forward planning. We will focus on improvements by:

- thinking and acting progressively,
- increasing efficiencies by streamlining processes and utilizing technology solutions, and
- ensuring our tools enable us to work effectively and efficiently.

Measuring our Performance

We anticipate achieving our vision of *Working together to keep Regina safe* by adhering to our strategic themes of Service, Communication, Our People and Improvements as we conduct our ongoing business planning and budgeting. The key performance indicators below, which encompass the primary dimensions of policing, will enable us to measure our overall level of success as an organization throughout this four-year period. These key performance indicators are founded in best practices of performance measurements utilized by Canadian police services and tailored to be fully relevant to our organization.

In addition to the key performance indicators, the annual Business Plans will include focused indicators for each action so that we can determine the benefit gained by implementing these specific actions.

Key Performance Indicators	
Reduce criminal victimization	<ul style="list-style-type: none"> • % change in violent crime • % change in property crime • Crime Severity Index
Hold offenders to account	<ul style="list-style-type: none"> • % changes of occurrences cleared by charge • Weighted Clearance Rate • warrant strategy
Increase safety in public spaces	<ul style="list-style-type: none"> • % change in reported occurrences in public spaces • % change in traffic collisions involving serious injury or death • % change in police visibility
Reduce fear of crime	<ul style="list-style-type: none"> • % change in feelings of safety • % change in fear of crime
Deliver quality service that is respectful and professional	<ul style="list-style-type: none"> • average response times for each priority • conduct bi-annual community survey • # of citizen complaints • # of substantiated allegations • % change in public perceptions of trust and confidence
Prudent financial management	<ul style="list-style-type: none"> • annual budget variances • % change in cost of policing (in constant \$) per resident
Employ engaged, supported and capable employees	<ul style="list-style-type: none"> • conduct bi-annual employee survey

Sources:

- Kiedrowski, John, et al. Canadian Police Board Views on the Use of Police Performance Metrics. Canada: Law Enforcement and Policing Branch, Public Safety Canada, 2013. Print.
- Moore, Mark, et al. Recognizing Value in Policing. United States of America: Police Executive Research Forum, 2002. Print.



REGINA POLICE SERVICE STRATEGIC PLAN 2015-2018

MISSION

Public Service First

VISION

Working together to keep Regina safe

VALUES

Respectful
Professional
Service

Community Priorities

- ✓ Increase police visibility and presence in neighbourhoods
- ✓ Improve capacity to respond to technological crimes
- ✓ Improve training and response to persons with mental illness
- ✓ Improve response times to emergency calls
- ✓ Foster relationships with diverse communities
- ✓ Focus on gangs, drugs and resulting impacts
- ✓ Work collaboratively with our partners and community members
- ✓ Continue efforts with youth

THEMES

SERVICE

Deliver exceptional service and engage in effective partnerships to advance community safety and well being

OBJECTIVES

- ✓ Further expanding our capacity for community policing and proactive initiatives
- ✓ Leveraging investigative advancements
- ✓ Working collaboratively to address community safety and well-being with other stakeholders

COMMUNICATION

Enhance both our internal and external communications

OBJECTIVES

- ✓ Formalizing lines of communication internally
- ✓ Enhancing public education and external communications
- ✓ Utilizing community feedback to determine how well we are meeting public expectations and priorities

OUR PEOPLE

Develop and support our people to ensure we have capable and satisfied employees

OBJECTIVES

- ✓ Deploying our employees strategically and responsibly
- ✓ Developing and supporting our employees
- ✓ Striving to create a positive, professional work environment

IMPROVEMENTS

Be progressive in how we work and the tools that we use

OBJECTIVES

- ✓ Thinking and acting progressively
- ✓ Increasing efficiencies by streamlining, reviewing processes and utilizing technology solutions for improvement
- ✓ Ensuring our tools enable us to work effectively and efficiently