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WINNIPEG POLICE SERVICE



THE ROADMAP

A Strategic Plan for 2012-2014







A safer community built on strong, trusting relationships

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■ Long-term Goals and Action Items

Public Safety

- 1.1 Implement a Violent Crime Reduction Strategy
- 1.2 Develop and Implement a Downtown Safety Strategy
- 1.3 Establish Key Performance Indicators Service-wide
- 1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models
- 1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy

Investment in Our Members

- 2.1 Establish a Career Development Program for the Sworn and Civilian Sectors
- 2.2 Develop and Implement a Civilian Staffing Strategy
- 2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy
- 2.4 Streamline Disciplinary Processes

Innovation and Technology

- 3.1 Adopt the Major Case Management Structure
- 3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs
- 3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design

Relationship Building

- 4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population
- 4.2 Develop a Social Media Strategy for the Service
- 4.3 Review Our Partnerships with External Agencies

Increased Efficiency / Return on Investment

- 5.1 Develop and Implement an Initiative Review and Approval Process
- 5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization
- 5.3 Develop an Asset Management and Equitable User Fee System to Ensure Our Sustainability
- 5.4 Develop a Budget Management Strategy
- 5.5 Examine General Patrol Deployment and Dispatch Model

■ Message from the Chief



It is my pleasure to present the Winnipeg Police Service Strategic Plan for 2012-2014. Within this plan, you will see the priorities that we have established for the next three years and some of the initiatives we will undertake to achieve our goals.

Since I became the Chief of Police in 2007, I have always said the key to our success is through the relationships we build. In this regard, we are especially proud of our partnerships with both the provincial and federal governments. Whether these relationships are between the members of our Service, our community, or private and public institutions, I believe we all have the desire to work together for a safer Winnipeg.

Our relationships have enabled us to plan and successfully implement a number of initiatives to help meet our future policing needs, the Auxiliary Force Cadet Program for example. These valued members are tasked with handling many routine duties that allow our police officers to concentrate on more urgent matters. Over the next few years we will continue to enhance this program to meet the needs of our citizens. The police helicopter is another easily identifiable example of our planning efforts to meet our present and future policing needs.

We have accomplished a lot so far but we must not allow ourselves to get comfortable with our past successes. As a Service, we continually look forward and develop plans that will allow us to meet the challenges we will face over the next several years.

This Strategic Plan is divided into two sections. The first part discusses some of our philosophy and gives a general overview of our City, our Police Service and our challenges. The second part contains a series of action items that we will undertake in a variety of areas. These action items will require the dedicated efforts of all our members, and I have no doubt we will continue to be successful.

We will review and report on our progress in these areas annually so that we can be assured we are heading towards our common goals. We must also recognize that social problems cannot be resolved overnight, and we may not see the true and full benefits of our efforts for a generation. Our resolve to these long-term goals will be tested—but by maintaining a steady and determined course of action, we will ultimately achieve a brighter future.

Working together, we can continue to strive towards our Vision of a safer community built on strong, trusting relationships.

A handwritten signature in blue ink that reads "K. McCaskill".

Keith McCaskill
Chief of Police

■ Vision, Mission and Service Values

The Vision is what an organization strives to achieve; it is the ideal behind everything that is done. The members within the organization continually work towards the Vision. The Winnipeg Police Service Vision is:

■ Vision

A safer community built on strong, trusting relationships

The Mission Statement identifies the objectives and driving forces that help the organization move towards its Vision. It spells out the rationale behind efforts that are undertaken. The Mission Statement of the Winnipeg Police Service is:

■ Mission

As members of the Winnipeg Police Service, we commit to making Winnipeg safer by:

- Performing our duties with integrity, compassion and respect
- Building strong, trusting relationships with the community, because we can't do it all alone
- Enhancing our effectiveness so we can be there when we're needed the most, and
- Finding innovative ways to deliver our services

An organization's values are identified so that all members are aware of specific qualities that must be held in the highest regard. Values form the basis of ethical conduct:

■ Service Values

Integrity

Acting in an open, honest and trustworthy way in all of our interactions with each other and the public

Respect

Honouring individuals and diversity by showing compassion and tolerance to all people

Citizen Focus

Conducting ourselves in a professional manner at all times, showing pride in service and commitment to serve the greater good

Accountability

Making quality, ethical decisions that guide our individual and collective efforts, and accepting responsibility for our actions

Courage

Serving on the street and in leadership roles, being ready to make tough decisions to valiantly protect people and their property



■ Purposes of the Winnipeg Police Service's Strategic Plan

The main purposes of the Service's Strategic Plan are to:

- Give clarity and practical application to our Vision, Mission Statement and Service Values
- Define the long-term goals of the Winnipeg Police Service and how to achieve them
- Inform our citizens about the policing services we can provide, and the standards they can expect
- Establish measures to determine our progress towards our goals
- Develop mandates and directions for the Service in meeting goals and facing challenges
- Provide a strategy to allocate resources while maintaining fiscal responsibility to keep the Service sustainable
- Ensure that the members who are in charge of specific action items know that they will receive the full endorsement and support of the Service Executive
- Ensure that professional development processes are linked to the long-term goals of the Service



■ The Planning Process

“The fact that you’re planning is more important than the plan.”

Robert Biscontri, Assistant Professor of Accounting, Asper School of Business

The planning process for the Winnipeg Police Service Strategic Plan began in the summer of 2009 when the Service became involved with the City of Winnipeg’s long-term planning efforts. Work on a new long-term plan involved collaboration and consultation with all city departments.

During this planning process, each department provided information on what its objectives are for the upcoming 25 years. Through department representatives, they worked together to ensure a coordinated approach to civic planning based upon the key factors of growth, sustainability and competitiveness.

A critical element of the project came from input received from the citizens of the City through an on-line blog “Speak Up Winnipeg” and numerous public forums. Representatives of the Service attended these events and received feedback on how the Service was performing, and listened to the concerns of the citizens regarding our city.

In January of 2010, the Executive of the Winnipeg Police Service met to define the new Vision, Mission, and

Values of the Service. Five long-term goals were also determined at this time as:

- Public Safety
- Investment in Our Members
- Innovation and Technology
- Relationship Building
- Increased Efficiency / Return on Investment

In early spring of that year, the Executive met with all of the Divisional Commanders throughout the Service to discuss the five long-term goals in a strategic planning session.

By late summer, a planning team was assembled within the Organizational Development and Support Division. Over the course of four months, the team met individually with senior members who would be vital to the success of this plan.

These senior members were identified as our “plan contributors.” The plan contributors consisted of the Executive, every Division Commander or civilian counterpart, Staff Sergeant and a number of other representatives.

Over 40 meetings took place where the plan contributors provided their



ideas on how our Service should address the concerns of the community, and the issues facing the Winnipeg Police Service today and over the next few years.

From the thoughts and hopes of the plan contributors, specific Actions were identified and assigned to various Commanders and Managers. Ownership of the Actions is integral to the success of the Strategic Plan. Wherever possible, the Actions were assigned to the members who had a vested interest, or those whose Division was in the best position to complete the Action successfully. Whenever a change in Commanders occurs through retirements, transfers or any other Service need, a conscious decision will be made to ensure a suitable replacement will continue with the Action Item.

The challenge for each member having a stake in the Strategic Plan is to create capacity in their work schedule to set their Action as a priority in accomplishing their goal. This recognizes that other initiatives may not proceed as they are not as vital to the goals of the plan.

■ Life of the Planning Process

By thinking forward and projecting what will happen in the future, we will be able to handle the problems that come about tomorrow. By writing down our ideas and actively following a course of action, we should “hit the mark” in most cases when new issues arise. This is what the Strategic Plan is about. It will be important; it will have meaning; and we will stay on course. It is written in plain language so that everyone can understand where we want to go. It is not the end of the process, but just the beginning.

The Strategic Plan will help us see the progress made towards our goals. It will allow us to pat ourselves on the back when we go in the right direction. It will also help re-direct us when we see that an excessive amount of energy is diverted to something not identified as a priority.

In order to do this, a number of targets have been identified so that we can examine our progress on a regular basis.

Annually, we will evaluate the Action Items and the direction of the Plan. During this time, we will be able to amend, add, or delete items in accordance with conditions that develop over time. It is meant to be a living document, fixed when necessary, yet flexible at the right time. Annual review reports will be attached as addenda that will coincide with any new direction we take.

“You can’t achieve things without the right people.”

Abdul Aziz, Manager of Services

We also recognize that no plan is perfect. If there are areas where improvements need to be made, we will ensure that new ideas and suggestions are recorded and considered. They may have to wait to ensure certain projects are properly evaluated first, but it is recognized that this plan was made possible only through the ideas of our members. New ideas from our members will always be needed if we accept the notion of continuous improvement.

The Strategic Plan is the enabling document that identifies the main direction we will be heading over the next three years, but it is not the only document. Many of the action items within the plan refer to strategies that will be created. These will be separate written documents that will contain information pertaining to that item. They will identify specific actions and measures to gauge our success.



“If something’s not sustainable, we should see it in the measures.”

Ian Hall, Environmental Coordinator, Planning, Property and Development Department

■ Winnipeg at a Glance

Winnipeg sits in the heart of Canada as a gateway corridor between the western and eastern provinces. As the largest major metropolis between Calgary and Toronto, Winnipeg acts as a commercial, business and entertainment destination for much of Saskatchewan, Northern Ontario and our southern neighbours in North Dakota and Minnesota. As a gateway city, Winnipeg sees a lot of passing traffic but fundamentally, Winnipeg remains a slow growth city.

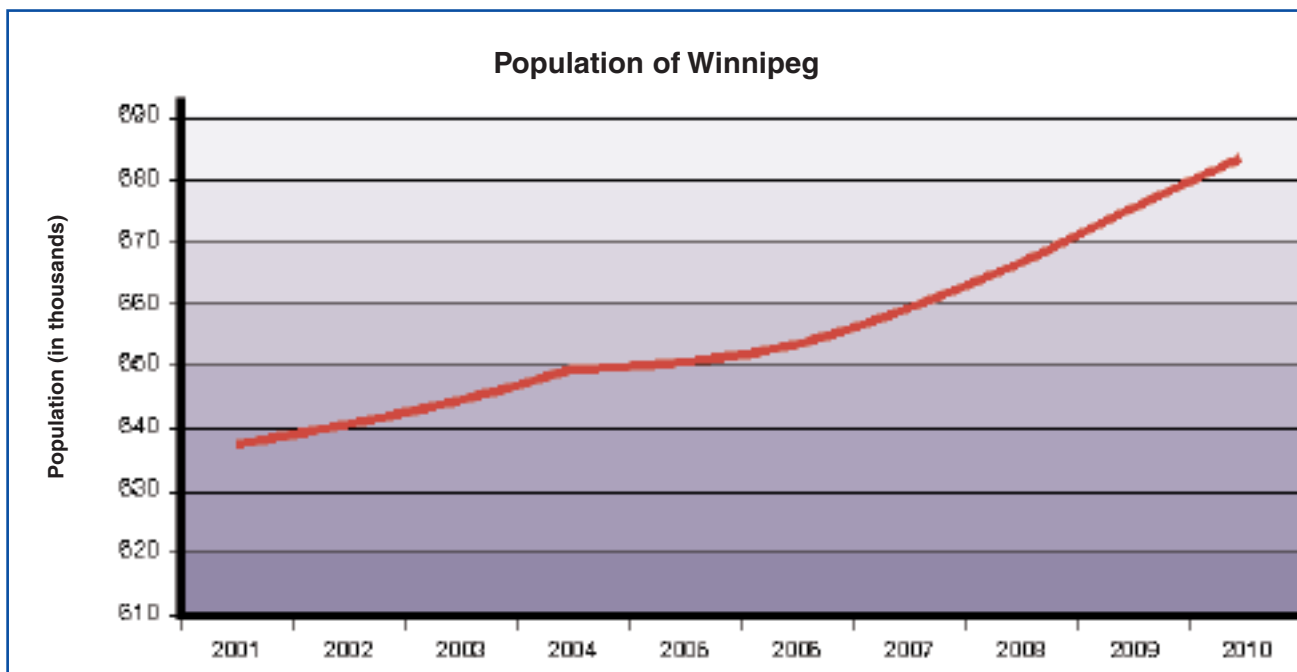
As a slow growth city, Winnipeg does not experience booms and busts, but rather, the city has experienced slow but steady growth over the past few decades. Averaging an annual growth of 0.75% over the last decade, Winnipeg's population grew at a higher rate over the last five years, at just under one percent annually (0.97%), thanks to strengthened immigration. Immigration not only

boosts Winnipeg's overall population, it also broadens Winnipeg's cultural diversity. Statistics Canada (2006) reports the top five immigrant originating countries as follows:

- Philippines
- India
- China
- Ukraine
- Ethiopia

Since the 2006 Census, Winnipeg has developed, and is in the process of developing a number of new neighbourhoods. Notable new neighbourhoods include: Amber Trails, Canterbury Park, Richmond West, Royalwood, Sage Creek, Transcona West and Waverley West. Together, these neighbourhoods add 3205 hectares (7919 acres) of newly inhabited land in Winnipeg. The new developments represent an increase of 6.74% of patrollable land within Winnipeg's boundaries.

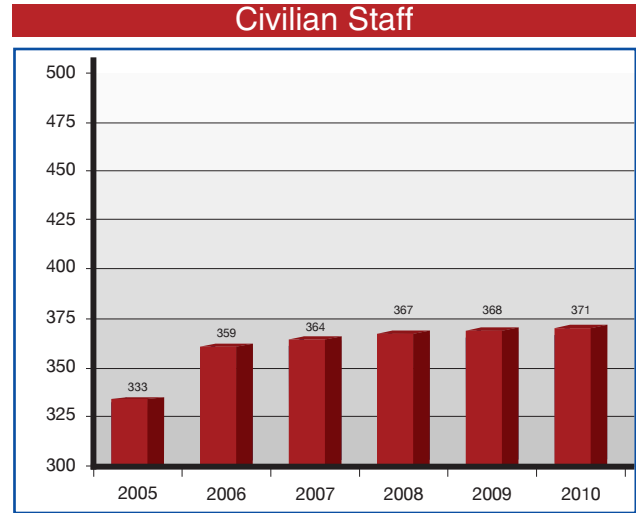
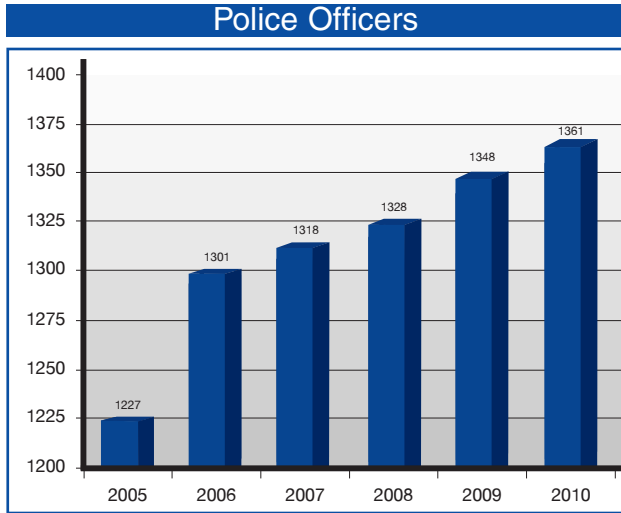
In terms of patrollable distances, Winnipeg's total street length (including lanes and alleys) has increased by 80 kilometres (48 miles) from 2006 to 2010 representing a half-percent increase every year, or 20 kilometres (12 miles) of additional roadway.



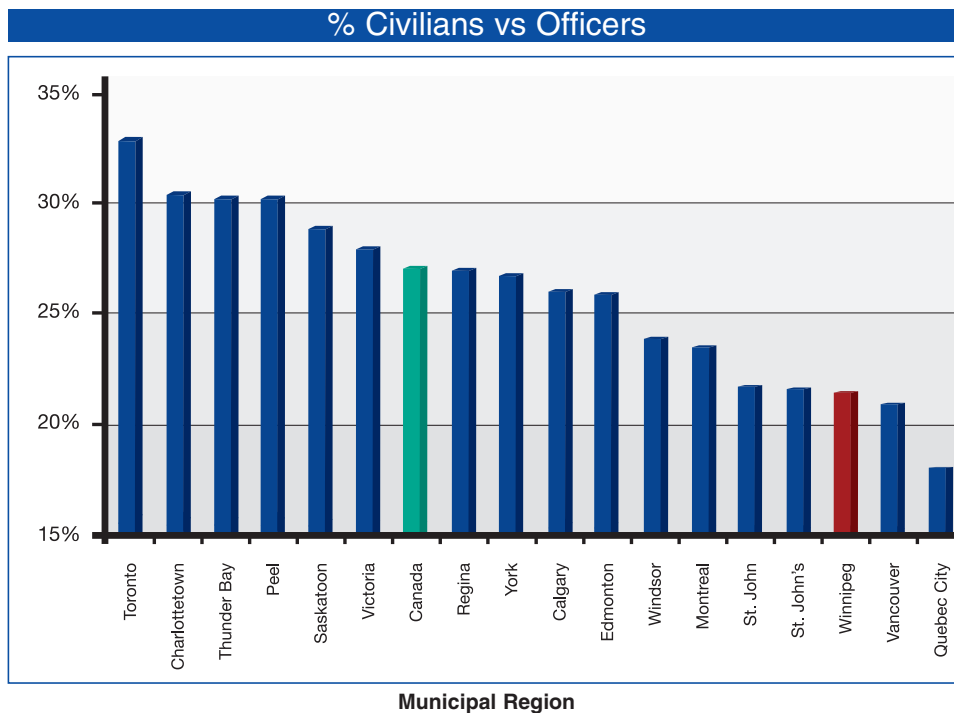
As Winnipeg's population continues to grow, the amount of land development continues to grow as well.

■ Policing and Crime

In response to Winnipeg's growing population and land coverage, the complement of the police force has been increasing over the last decade as well. The number of officers has increased by an average of 2.66% per year since 2006, while the number of civilian staff has only increased by 0.27% per year over the same period. Also categorized under civilian staff, the Service recruited, trained and deployed 30 cadets in 2010, with an additional 20 to be added in 2011. For 2010, the Service had a total complement of 1361 police officers, 30 cadets and 371 civilian staff members.



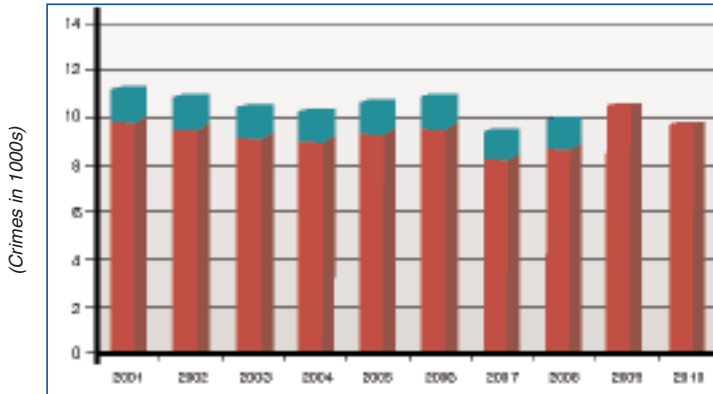
Authorized Complements - Source: Winnipeg Police Service Annual Reports



Actual Complements in 2010 - Source: Statistics Canada

Despite Winnipeg's continued population growth, the overall incidences of reported crime are falling.

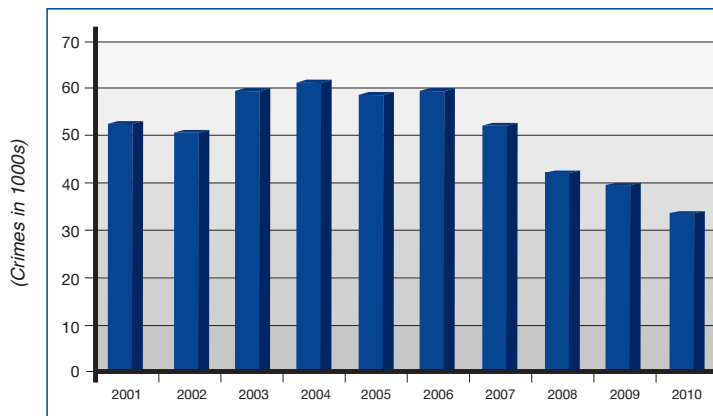
Crimes against Persons



* Statistics Canada reclassified a number of crimes in 2009. When we include those crimes in years prior to 2009 (green bars), we observe an overall declining trend since 2001.

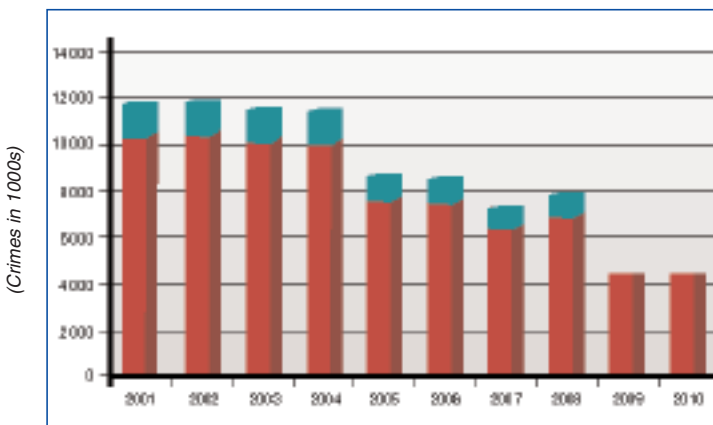
Crimes against persons include: homicide, attempted murder, all sexual offences, all assaults, abduction, robbery and other crimes against persons.

Crimes against Property



Crimes against property have been dropping since 2006. Crimes against property include break and enter, all thefts, possess property obtained by crime, fraud, arson and mischief.

Other Crimes



*In 2009, Statistics Canada reclassified a number of crimes from the "Other Crimes" category to the "Crimes against Persons" category (shown as green bars). Despite removing those crimes, "Other Crimes" continues a downward trend.

"Other Crimes" include those not reported under crimes against persons or crimes against property.

Source: Winnipeg Police Service Annual Reports

■ Operational and Capital Budget Planning

The Operational Budget <http://winnipeg.ca/finance/files/2011AdoptedOperatingBudget.pdf> involves discussions between the Service Executive, the various commanders and the Finance Division. On an annual basis, the WPS also submits its performance measures which forms part of the larger City of Winnipeg Annual Operating Budget.

The Capital Budget <http://winnipeg.ca/finance/files/2011To2016AdoptedCapitalBudget.pdf> covers a five-year term. The Capital Budget deals with items that benefit the Service as a whole over a lengthy period of time, and require a financial commitment that is above the annual Operating Budget. Throughout much of our history, capital planning has been the responsibility of the Service Executive and members of the Finance Division. They have done a tremendous job; however it is essential that all managers understand and take part in the capital budgetary process. As the Service moves forward, a greater effort will be made to ensure that the cost estimates for future projects are based on what the price is expected to be at the time of construction.



“Everything we do has an economic impact.”

Ron Smolik, WPS Controller

■ Managing New Initiatives

“He’s the leader but it’s the people below him that will make the plan work.”

Robert Biscontri, Assistant Professor of Accounting, Asper School of Business, referring to an organization’s CEO.

Our members are the source of many important and valuable initiatives that continually improve the service we provide to the public. Recognizing this, a mechanism must be established where members can be encouraged to put forth their ideas for consideration. At the same time, decision makers must be able to consider these ideas from a systems perspective to gauge their timeliness and impact on the Service as a whole.

Considered in isolation, new initiatives can appear to be very beneficial. The problem with this is that we never have just one initiative to consider at a time.

Usually there are several, each with their own demands and processes. Additionally, there are risk management issues that enter into every decision. Unless a strategic approach is taken when considering whether or not to move forward, any or all of these projects have the potential to reduce our real level of output. Thus, we must consider all proposals on a service-wide basis.

In our current environment, many new initiatives are brought forward by way of an internal administrative report. This practice has proven to be beneficial for a number of reasons:

- It requires the author to consider and consult with a number of stakeholders within the Service to determine the potential impacts.
- It provides the author with an opportunity to fully consider the idea and show their commitment to it.
- It provides decision-makers with much of the direct financial, operational and administrative costs associated with the initiative.
- It helps establish some “corporate history” which would otherwise be lost.

While this process will continue, it will be essential to ensure that a systems approach be taken when considering if a new initiative should proceed during the life of the plan. Certainly the idea to be considered must be consistent with the Vision, Mission Statement and Service Values—but it must also provide value to the Strategic Plan.

In this regard, a process will be established to ensure that the Superintendent Group plays a major role in determining what initiatives are considered and pursued. This body will meet on a regular basis in accordance with a set of business rules. They will act as the filtering mechanism to ensure that initiatives going forward to the Executive Management Team are consistent with the ideals expressed above. This process will also ensure that members receive a prompt response to every matter that they consider, along with reasons for their decisions.



“We make decisions all the time but will they stand the test of time?”

Superintendent Dave Thorne

■ Authority, Accountability and Capacity

The principle of authority and accountability is one of the most important concepts necessary to ensure everyone within the organization understands what decisions they can make, and what direction they can give. Without clearly defined levels of authority, members and supervisors can become unsure of what they can or cannot do. Working in an environment such as this causes paralysis in decision-making and a lack of confidence. Additionally, it opens the process up for excessive discussion, compromise and momentum loss. Recognizing that authority must be clearly stated and delegated, accountability is the control mechanism that is designed to prevent insufficient decision-making and/or abuse of authority.

The Service accepts the principle of authority and accountability. It is essential that every supervisor clearly articulate the levels of authority given to their members, along with the commensurate level of accountability they assume.

With respect to accountability, all members given authority must recognize they also assume responsibility. The Service cannot be blamed when the proper authority and tools were provided and the member failed to use them.

The final consideration in this area relates to “capacity.” A system that adopts the principle of authority and accountability must provide for this limitation. It is important to provide members with the necessary

authority to perform a job; however, if the members do not have the capacity to monitor the specific area involved, they still cannot be held to account. As this plan moves forward, a conscious effort will be made to ensure members are not overburdened so as to exceed their capacity.

The Commission on Accreditation for Law Enforcement Agencies (CALEA) has two written standards that speak to this issue quite clearly under the Organization, Management and Administration topic:

11.3.1 A written directive requires that:

- a. responsibility is accompanied by commensurate authority; and
- b. each employee is accountable for the use of delegated authority.

At every level within the agency, personnel should be given the authority to make decisions necessary for the effective execution of their responsibilities. The delegation of authority should be consistent with the agency's organizational values and mission statement.

11.3.2 A written directive states that supervisory personnel are accountable for the activities of employees under their immediate control.

The fabric of this philosophy will be woven throughout the Strategic Plan and articulated in our Service Procedures. The levels of authority required for the approval of all our processes will be considered with a view to ensuring that decisions are made at the lowest appropriate level. This will allow for faster and better decision-making.



■ Authority, Accountability and Capacity cont'd

At the present time, the Chief of Police reports administratively to the Chief Administrative Officer of the City of Winnipeg. In the development of this plan, the Service recognizes its place as only one of the civic departments that works towards creating a safe and vibrant city.

At the same time that these planning efforts are underway, we are also mindful that the new Police Services Act has been created. A number of regulations are currently being developed and may have a substantial impact on how policing is

done in Manitoba. The Act defines provisions relating to how the Chief of Police will report to a Police Board, how investigations involving police conduct will be handled, and other issues associated with training and equipment.

Planning is essential to ensure the sustainability of any organization and we are confident that we are going in the right direction. Much of this confidence stems from the fact that our Service is now into its 21st year of accreditation through the CALEA. Through April and May of this year,

our Service underwent its triennial reaccreditation review. This included an independent review of our compliance with over 170 specific policing standards. On July 30, 2011, our Service successfully attained reaccreditation with CALEA. This is an accomplishment that all of our members and citizens of Winnipeg can be proud of.



■ Transition to New Police Facilities

One of the most exciting and challenging steps into the future of our Service is our transition to new police facilities. This process officially began with the decision to move towards a four-district model from the previous six-district model. In October 2008, the East District Station was officially opened which replaced the ageing District #4 and #5 Stations.

Presently, we are planning the relocation of our police headquarters from the Public Safety Building on Princess Street to the former Canada Post Building on Graham Avenue. We anticipate the new headquarters to be in operation in 2013. We are also moving forward with the amalgamation of the District #2 and District #6 Stations.

This will result in a new facility being constructed through 2012. Additionally, plans are underway to replace the District #3 Station.

Approval has already been given to build a new Canine facility next to the East District Station. This facility will provide a new and much needed home for our Canine Unit that our members have been doing without since the closure of their former location at the District #4 station.

Finally, because of Winnipeg's vibrant new housing developments, the current police firing range on Cadboro Road is slated to be closed later this year. As such, plans are underway to relocate to another site.



Following the City of Winnipeg Green Building Policy and the Sustainable Winnipeg Direction Strategy, all our facilities will be constructed in accordance with the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED) Green Rating System and be formally certified. This assists in showing our commitment to lead by example in environmental stewardship.

All of these projects require a massive amount of planning and a substantial financial commitment. However, they are necessary in order to provide a visible and effective community police presence. The planning efforts address all five of the Service's long term goals in a variety of ways and are not only important for our present needs, but especially for the safety and security of our future communities.



■ Making Difficult Decisions

“We have to make some difficult and controversial decisions.”

Superintendent Keith Walker

At the present time, the Service operates with an annual budget of over \$200 million. It employs approximately 1800 sworn and civilian members and it polices a city of approximately 680,000 residents. As with any large organization, it must continually examine its processes and overhead to ensure it operates in a sustainable manner. There is an expectation that the police leadership will monitor the changing social environment and adjust operations to meet new challenges. However, it is much more difficult to measure what success looks like for a police Service than a business-where profit margins are the essential outcome.

One important fact that must be formally recognized is that there will always be more crime and other social issues than the police can handle. In many cases, the police have very little ability to reduce or eliminate certain types of crime.

The key to maintaining a sustainable and effective police service lies in the relationships it has established with those who truly do have the capability to make important and long-term social and economic changes within our community.

As a result, we must recognize a need to re-examine critically how we deploy our resources, and where we want to have the greatest impact.

There are the “need to have” functions and the “like to have” functions. We recognize that “we can’t be everything,” thus, we must establish our own identity, which the community can be proud of. In other words, we must maintain our “legitimacy.”

To this extent, we must rely on our Mission Statement. We must reiterate the phrase “enhancing our effectiveness so we can be there when we’re needed the most.” As we move forward, this means that the Service may discontinue performing certain functions in order to concentrate on our core duties. This also means that we intend on ensuring our general patrol function is well staffed and skilled. The Strategic Plan recognizes that in order for the Service to remain sustainable and effective, our members and the public must understand that we have to decide what to focus our efforts on. Throughout the life of this Strategic Plan, that is what we intend to do.



We must also recognize and accept one final reality. On any given day, our members think of great ideas that have the potential to improve our Service in a variety of ways. In fact, we have so many worthwhile ideas come forward that it is simply impossible to act on all of them. Issues such as funding, labour-power, competing priorities, or time demands do not allow us to develop and implement every idea. While we need our members to continue putting forth their ideas and suggestions, collectively we need to accept that the Service has to say “no” at times so that we do not exceed our ability to maintain our core services. This is difficult to accept but absolutely crucial to ensuring our members are not overworked, and that we do not overinvest in initiatives that are unsustainable on their own.

“Are we disciplined enough to stick to the goals we set out? When you’re disciplined, it means saying no to some people.”

Inspector Randall Benoit

■ Our Senior Managers



No police organization will be progressive or truly strategic unless there is a strong team of senior officers in place to lead their respective areas.

For the purposes of the Strategic Plan, this applies to members at the rank of Staff Sergeant or Civilian Manager and above.

These members set the priorities for their areas and are required to possess a wide variety of skills. In addition to their regular duties, they are also assigned to other specialized tasks. This includes such things as sitting on promotion panels, selection panels, committees and more.

As this Plan moves forward, special attention will be given to ensuring that these members have the opportunity to develop command

and executive level competencies consistent with their level of responsibility. The Senior Managers of our Service play the most important roles in our future planning efforts. Investing in their development is the key to ensuring our success.

■ Roles and Responsibilities within the Strategic Plan

Action Owner:

- A Superintendent who ensures each Action is continually supported at the Executive level
- Has the Action Lead report to them at set intervals on the progress of the Action

Action Lead:

- Works with the Action Owner in determining the Stakeholders / Contributors
- Works with the Organizational Development and Support Division, and other contributors to determine the Performance Measures and successes

- Reports to the Action Owner at set intervals on the progress of the Action Item
- Is provided the authority and support to move the Action Item forward

Action Analyst:

- The member from the Organizational Development and Support Division responsible for receiving updates and preparing annual reports on the progress of the Action Item.
- Provides advice to the Action Lead on performance measurement processes.

OurWinnipeg™ denotes a City of Winnipeg long-term plan Action Item

■ The Long-term Goals

1. Public Safety

Street disorder in Winnipeg's downtown core and the high crime rate areas negatively impacts our citizens' perception of personal safety. Some causes of street disorder include behaviours such as urban camping, aggressive panhandling, fighting, open drug sales and graffiti.

Although overall violent crime is decreasing, many Winnipeggers perceive that violent crime is on the rise, and believe it poses the greatest danger to their safety and security.

Winnipeg's population and geographic patrol area has seen a steady increase over the past 20 years. A proactive police presence from neighbourhood patrols and traffic enforcement improves the sense of safety in all communities.

With data gathered by the Winnipeg Police Service on a regular basis, and by examining historical data, we have the ability to deploy our resources strategically in an effort to reduce identified crimes. The intelligence-led, evidence-based and predictive models have proven to be effective in other jurisdictions.

The Winnipeg Police Service is devoted to keeping our city safe for all to enjoy and commits to the following:

- 1.1 Implement a Violent Crime Reduction Strategy
- 1.2 Develop and Implement a Downtown Safety Strategy
- 1.3 Establish Key Performance Indicators Service-wide
- 1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models
- 1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy



“What are the priorities?”

***Staff Sergeant
John Sobczak***

1.1 Implement a Violent Crime Reduction Strategy

Goals:

- Reduce violent street crime across Winnipeg, with a focus on Downtown and higher crime rate areas.
With the collaboration and assistance of our partnering agencies, the Service will reduce violent street crimes as follows:
- Reduce incidents of sexual assaults by 3% by 2014.
- Reduce incidents of assaults by 9% by 2014.
- Reduce incidents of strong-arm robberies by 3% by 2014.

Strategies:

The Service will adopt a philosophy of law enforcement in Winnipeg to be proactive and fluid in the approach to policing higher crime areas and the rest of the City. As a result, there should be no end date set as the philosophy should not change.

1.1 Implement a Violent Crime Reduction Strategy	Action Owner: Superintendent Keith Walker Action Lead: Inspector Jim Poole Action Analyst: Ray Yuen		
	2012	2013	2014
A. Establish and Enhance New Permanent Beat Foot Patrols	Establish new permanent beat patrol in Downtown and higher crime areas.	Maintain or increase foot patrol hours.	Maintain or increase foot patrol hours.
B. Implement Project-based Initiatives	Conduct enforcement projects as required.	Maintain or increase enforcement projects.	Maintain or increase enforcement projects.
C. Create High-value Target Suppression Database	Create database of identified high-value targets.	Maintain database.	Maintain database. Review database to ensure effectiveness.
D. Develop Crime Prevention Partnership Program	Work with partners to address problems in multi-unit residences. Work with MLCC Inspectors to address liquor abuse.	Continue reducing problems in multi-unit residences. Maintain or increase enforcement of LCA offences.	Continue reducing problems in multi-unit residences. Maintain or increase enforcement of LCA offences.
E. Enhance High Visibility Beat Program	Use overlap projects to augment beat patrols.	Maintain or increase use of overlap projects.	Maintain or increase use of overlap projects.

1.2 Develop and Implement a Downtown Safety Strategy

Goal:

- Improve police presence in the downtown area—this will enhance the safety and perceived safety to the citizens of Winnipeg, and promote the central business district as a growing and dynamic destination in which to visit, take up residence and invest.

Strategy:

The Service will enhance public safety within the downtown area and reduce the level of crime. These initiatives will be sustainable, not only focusing on short-term efforts, but also on long-term results.

1.2 Develop and Implement a Downtown Safety Strategy OurWinnipeg™	Action Owner: Superintendent Keith Walker Action Lead: Inspector Bruce Ormiston Action Analyst: Richard Puttenham		
	2012	2013	2014
A. Increase Police Presence at Major Events	Establish a full-time Safety Strategy and Major Events Coordinator position. Implement an Event Plan for significant events in the Sports and Entertainment District.	Maintain increased presence. Maintain or increase resources for Event Plan.	Maintain increased presence. Maintain or increase resources for Event Plan.
B. Enhance Foot Patrols	Increase foot patrol by 500 hours. Increase bicycle patrol by 500 hours.	Maintain or increase foot and bicycle patrol hours.	Maintain or increase foot and bicycle patrol hours.
C. Coordinate Operations with Downtown Business Improvement Zone (BIZ)	Meet with BIZ organizations and downtown partners quarterly.	Maintain quarterly meetings.	Maintain quarterly meetings.
D. Conduct Public Opinion Surveys for Downtown Users and Citizens	Develop and conduct public opinion survey.	Conduct a public opinion survey of downtown users and citizens.	Conduct a public opinion survey of downtown users and citizens.
E. Increase Crime Prevention through Environmental Design (CPTED) Assessments	Train Division #11 Community Support Unit Supervisor in CPTED principles. Increase number of CPTED assessments.	Maintain or increase number of CPTED assessments.	Maintain or increase number of CPTED assessments.

1.3 Establish Key Performance Indicators Service-wide

Goal:

- Establish a set of Service-wide Key Performance Indicators (KPI), which provide information to assist the Service in pursuing its Vision

Strategy:

Develop valid and reliable performance measures to assess and improve the impact of policing efforts.

1.3 Establish Key Performance Indicators Service-wide	Action Owner: Superintendent Dave Thorne Action Lead: Inspector Danny Smyth Action Analyst: Ray Yuen		
	2012	2013	2014
A. Establish and Entrench KPIs for Uniform Operations	Establish KPIs for Uniform Operations based on efficient queue management and patrol unit area ownership.	Monitor and evaluate.	Monitor and evaluate.
B. Establish KPIs for Criminal Investigative Bureaus	No action.	Establish KPIs.	Monitor and evaluate.
C. Establish KPIs for Administrative Divisions / Units	No action.	No action.	Establish KPIs.



1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models

Goal:

- Develop and implement efficient models using crime analyses that focus our resources

Strategy:

Under the Intelligence-led, Evidence-based, Predictive Policing models, specially trained members will gather and interpret data to determine significant and emerging threats.

1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models	Action Owner: Superintendent Dave Thorne Action Lead: Inspector Danny Smyth Action Analyst: Ray Yuen		
	2012	2013	2014
A. Implement Intelligence-led, Evidence-based, Predictive Policing Models	Hire a Consultant to determine resource requirements and allocation of Crime Analysts.	Recruit and train Crime Analysts.	Provide intelligence-led education for members. Practise better policing through intelligence-led analyses.



1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy

Goals:

- Enhance road safety and the efficient flow of traffic. This will be achieved through reductions in impaired driving collisions / events, reductions in distracted driving, and reductions in driving at excessive speeds
- Increase public education and awareness in fostering safer streets

Strategies:

The Service will reduce impaired driving, distracted driving and travelling at excessive speeds through public education and culture change. Culture change starts with public acceptance that dangerous actions will not be tolerated. The “Roadwatch,” “Checkstop” and other similar programs provide visible deterrents to impaired driving, while weekly media releases highlight

enforcement. Photo enforcement continues as a tool of enforcement and deterrence.

The Service will continue with campaigns such as “Just Slow Down,” “Canada Road Safety Week” and “Operation Impact” in improving road safety.

Moving towards Intelligence-led policing will allow the Service to better analyze collisions and violations in order to develop road safety strategies.

In addition to keeping Winnipeg’s streets safe, the Service also needs to remain sustainable. The Service will seek out opportunities to recover some of the costs associated with providing escorts and parades.

To increase efficiencies, the Service will formalize the responsibilities between general patrol divisions and the Central Traffic Unit. This will reduce overlap and enhance cooperation.

1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy	Action Owner: Superintendent Keith Walker Action Lead: Inspector Jim Poole Action Analyst: Ray Yuen		
	2012	2013	2014
A. Increase Road Safety by Reducing Impaired Driving, Distracted Driving and Speeding	Increase public education and awareness.	Maintain or increase education and enforcement efforts.	Maintain or increase education and enforcement efforts.
B. Develop an Efficient Traffic Collision Reporting System OurWinnipeg™	Continue to liaise with MPI to develop collision reporting and analysis process.	Complete reporting and analysis process.	Continue to track and analyze traffic collision data.
C. Use Intelligence-led Policing to Analyze Vehicle Collisions and Traffic Violations OurWinnipeg™	No action.	Assign the traffic portfolio to a Crime Analyst.	Commence collision analysis and provide regular reporting.
D. Reduce Resources Required for Parades and Escorts OurWinnipeg™	Continue to liaise with Corporate Support Services to identify cost recovery opportunities.	Ensure equitable cost-recovery for parades and escorts.	Ensure equitable cost-recovery for parades and escorts.
E. Clarify Central Traffic Unit Mandate and Coordination with Uniform Divisions	Develop plan to assign responsibility and reduce overlap between Divisions.	Monitor and review.	Monitor and review.

2. Investment in Our Members:

“We’ve got to start small and take it one piece at a time.”

Superintendent Devon Clunis, referring to the process of supervisory development

All of our members and volunteers offer a tremendous value to the Service and the City of Winnipeg. We recognize they are very important in determining the level of success we have as an organization, and that each member deserves the opportunity to maximize their career development. Through targeted training, our members will be able to make the most of their careers. This includes not only our front-line members, but our senior officers as well.

Our Service faces significant human resource challenges. We continue to lose a great deal of police experience to retirement. Concurrently, the skills-training required for new recruits continues to grow in lockstep with the complexity of our profession. This leads to a steeper learning curve for new officers. At the same time, we must ensure that our current members continue to receive training to both serve the community and further self-growth. Developmental and mentoring strategies will help ensure our continued success.

Ensuring both civilian and police members develop to their full capacity is a challenge for all police organizations. The relationship between immediate operational needs and the development of the member is a delicate balance.

In addition, the Service acknowledges that occasionally mistakes or errors in judgment are made by members. These moments often have an effect on members and their families for months or even years after the event. This is detrimental to the member and the organization. Ensuring all of our members are aware of emerging behavioural, disciplinary and labour relations processes help to foster a good balance between their personal and professional lives.

The Winnipeg Police Service commits to investing in our members and will undertake the following:

- 2.1 Develop a Career Development Program for the Sworn and Civilian Sectors
- 2.2 Develop and Implement a Civilian Staffing Strategy
- 2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy
- 2.4 Streamline Disciplinary Processes



“Our supervisors are more important now than they have ever been.”

Staff Sergeant Gord Friesen

2.1 Establish a Career Development Program for the Sworn and Civilian Sectors

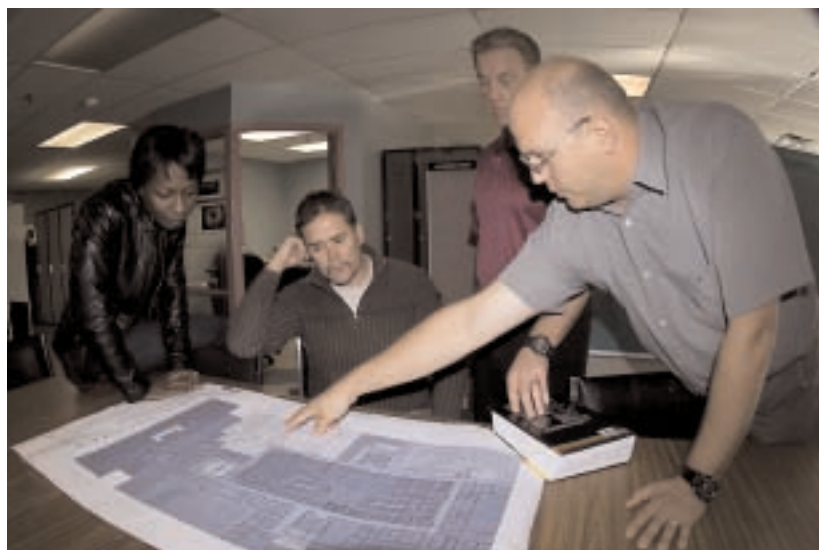
Goal:

- Improve mentoring, leadership and supervisory development across all ranks, officers and civilians, to better enable career advancement and career development

Strategy:

The Service will continue to provide quality personal development education, as well as a roadmap to furthering career goals, which may or may not involve promotion. The Career Development Program will focus on producing well-rounded members providing them the opportunity to maximize their career potential.

2.1 Establish a Career Development Program for Sworn and Civilian Sectors			
	Action Owner: Superintendent Keith Walker Action Lead: Inspector Allison Stephanson Action Analyst: Ray Yuen		
	2012	2013	2014
A. Improve Supervisor and Leadership Development	Establish training standards for all levels of supervisors.	Implement training standards.	Continue to implement training standards. Conduct a survey with the members and review progress.
B. Create and Implement a Plan Specific to Career Enhancement (Civilians and Officers)	Establish a Career Enhancement Plan.	Implement the Career Enhancement Plan.	Continue with Career Enhancement Plan. Conduct a survey with the members and review progress.



2.2 Develop and Implement a Civilian Staffing Strategy

Goal:

- Increase civilian staffing to meet Service needs, and to civilianize positions not requiring sworn officers

Strategy:

The Service will seek funding to increase its complement of civilian staff. We will also identify positions currently occupied by officers, which can be staffed with civilian members.

2.2 Develop and Implement a Civilian Staffing Strategy	Action Owner: Superintendent Keith Walker Action Lead: Inspector Kendra Rey Action Analyst: Ray Yuen		
	2012	2013	2014
A. Examine Civilian Position Requirements and Assess / Align with City of Winnipeg Civilianization Audit	Identify positions that can be civilianized. Seek funding for civilian positions. Recruit civilian members.	Increase civilian complement based on need.	Continue to increase civilian complement based on need.



2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy

Goal:

- Enhance support for our members

Strategy:

The Service will employ a full-time, Staff Psychologist to enhance counselling services. We will also develop additional Wellness Officers and Peer Support participants to reach our members.

2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy	Action Owner: Superintendent Devon Clunis Action Lead: Patrol Sergeant Ron Bilton Action Analyst: Ray Yuen		
	2012	2013	2014
A. Hire a Full-time Service Psychologist	Have full-time Psychologist in place.	Maintain position.	Maintain position.
B. Develop Additional Wellness Officers	Select additional Wellness Officers and provide appropriate training.	Continue to develop members and blend into operations.	Continue program and review effectiveness.
C. Enhance the Peer Support Group	Increase the Peer Support Group number to 40.	Bring all 40 of the Peer Support Group to a fully functional status and maintain regular Group meetings.	Maintain Peer Support Group.



2.4 Streamline Disciplinary Processes

Goal:

- Streamline the disciplinary processes and provide members with an appropriate, ethical decision-making guide

Strategies:

The Service will introduce education-based discipline as an alternative to traditional punitive discipline.

A review of the current disciplinary process and regulations will be conducted which will remove ambiguous and dated procedures and terminology. This will reduce the amount of time between the initial event and final resolution. As well, the Service procedure will be updated to identify matters that can be resolved by the appropriate discipline body, i.e. Commander, Professional Standards Unit, etc.

2.4 Streamline Disciplinary Processes	Action Owner: Superintendent Dave Thorne Action Lead: Inspector Greg Burnett Action Analyst: Ray Yuen		
	2012	2013	2014
A. Review Rules and Regulations, Examine Terminology, and Employ Education-based Discipline	Develop a comprehensive discipline procedure.	Implement procedure – adjust as necessary. Integrate education-based discipline into discipline process. Reduce disciplinary process times and establish baselines.	Adjust new procedure as necessary. Expand education-based discipline usage.
B. Develop an Educational Strategy that Enhances Professionalism	Implement educational component. Develop a new code of ethics.	Maintain educational component as required.	Maintain educational component as required.



3. Innovation and Technology:

“Don’t work harder—let’s work smarter.”

Juanita Desouza-Huletey, Manager of the Information Technology and Solutions Division

One of the greatest gifts our members have is their ability to imagine new ways of doing business, and finding solutions to difficult problems. They have the ability to adapt to their environment, and meet new challenges emerging before them. These skills are essential for our future operations and administration.

Crimes using the latest technology continue to increase. Police services must invest in state-of-the-art technology and training to combat these crimes. Technology will continue to play an increasing role in how police conduct business on a daily basis.

Advances in technology can be employed for a variety of uses, including analysis of breath samples taken from impaired drivers, and retrieval of real-time information on criminals and their activities. The Service is planning and budgeting to stay on top of the latest technological trends affecting numerous facets, including disclosure and how we conduct investigations. Staying current is not easy, and often very expensive.

As we invest in new technology, we recognize that technology will not resolve all of our social issues. We must continue to look at the human, environmental and urban structure related issues that may assist in reducing crime.

We will also need to build relationships with organizations that may not have been part of conventional policing in the past.

The Service is dedicated to using innovation and technology to its maximum potential, and therefore commits to the following:

- 3.1 Adopt the Major Case Management Structure
- 3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs
- 3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design



“We can’t do policing the same way 10 or 20 years from now. It won’t work.”

Superintendent Corrine Scott

3.1 Adopt the Major Case Management Structure

Goals:

- Acquire and implement Major Case Management (MCM) software
- Educate members on MCM structure and incorporate into processes

Strategy:

The Service will evaluate MCM products to determine appropriate software. The Service will purchase necessary software, train members on its uses, and incorporate MCM into processes.

3.1 Adopt the Major Case Management Structure OurWinnipeg™	Action Owner: Superintendent Corrine Scott Action Lead: Inspector Gord Perrier Action Analyst: Ray Yuen		
	2012	2013	2014
A. Research and Purchase MCM Software and Process as Investigative Tools	Identify and evaluate available MCM software.	Purchase and implement MCM software. Train appropriate members on MCM usage.	Monitor and expand MCM software usage where possible.
B. Expand Software into Information Retention / Corporate History / Records Management and Explore Applicability to Executive Document Tracking Processes	No action.	Adapt processes to MCM software. Expand the MCM software for the Executive document tracking process.	Search for further applicability for MCM.



3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs

Goals:

- Ensure public safety by keeping pace with current technology
- Improve public access to police processes through technological and electronic means

Strategy:

In an evolving world, technological developments may direct organizational responses; that is, IT drives corporate business, rather than business driving IT advancements. The Service will ensure that its business needs drive the direction of IT.

3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs	Action Owner: Superintendent Devon Clunis Action Lead: Juanita Desouza-Huletey Action Analyst: Ray Yuen		
	2012	2013	2014
A. Develop a Mandate on How / When to Invest in New Technology and Upgrade Current Technology Based on the Service's Needs	Adhere to IT mandate with a focus on public safety and maintaining essential services. Maintain capacity for mission critical services.	Continue decision-making through IT Steering Committee.	Continue decision-making through IT Steering Committee.
B. Develop Online Permit Process (Noise, Parade, Alarm, etc)	Assess process of integrating online applications with fee collection and permit issuance.	Assess programs suitable for online permit process Seek to amend applicable By-laws.	Have fully functional online permit attainment process.
C. Develop and Implement Electronic Disclosure Process	In progress.	Complete implementation of process.	Review efficiency of process.

3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design

Goals:

- Reduce the number of calls for service to multi-housing residences by introducing crime prevention techniques
- Develop and implement a community-based crime prevention and reporting mechanism for citizens
- Review the Service's ability to perform CPTED evaluations to help reduce crime and increase the public's confidence

Strategy:

The Crime Free Multi-housing program will give apartment owners and managers the power to evict or deny residency to those residents who partake in criminal or nuisance activities. The Citizen's Action Network (CAN) allows the public to report non-criminal community problems / issues before they affect the community. Home and business owners can help reduce crime by changing aspects of the environment around their properties, such as lighting, landscaping and line-of-sight using the CPTED principles.

3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design	Action Owner: Superintendent Keith Walker Action Lead: Inspector Jim Poole Action Analyst: Richard Puttenham		
	2012	2013	2014
A. Incorporate a Crime-free Multi-housing Program	Research principles of Crime-free Multi-housing Program.	Establish Crime-free Multi-housing Program.	Maintain or increase number of Multi-housing residences that are part of program. Review the effectiveness of the program.
B. Develop CAN to Consolidate Crime Prevention Initiatives with Communities OurWinnipeg™	Establish CAN program.	Maintain CAN program.	Review the effectiveness of the program.
C. Review Capacity to Conduct CPTED Evaluations OurWinnipeg™	Review current Service capacity to conducted CPTED assessments. Determine need for additional CPTED trained members.	Conduct CPTED training for members as determined by needs assessment.	Review current and future need for CPTED trained members.

4. Relationship Building:

“We can’t solve all the problems alone, nor should we.”
Inspector Alex Katz

The Service strongly believes in building effective relationships with external parties involved in enhancing safety and security in our city. The internal relationships within our organization must be strong, with the communication being clear and continuous between all ranks and divisions.

These internal relationships are critical to reinforcing the commitment to the organization, resulting in better service to our citizens.

It is essential that we develop relationships with external partners if there is value to achieving our goals. Working groups, committees and

partnerships that have run their course and no longer provide a return on their investment must be discontinued so that time can be dedicated to more worthwhile initiatives.

The Service recognizes the value in investing in our youth, as they are the future of the Service and our city. Participating in youth related programs and maintaining relationships with our youth is paramount to our sustainability. In addition, Winnipeg’s population grows increasingly diverse, thanks to the Province of Manitoba’s Action Strategy of Growing through Immigration. To continue building relationships with our citizens, it is imperative the Service builds a workforce that reflects this diversity.

Our Service can enhance our relationships with our citizens by using new forms of communications. Through emerging technologies, we can reach our communities faster and more efficiently than ever before. Our members can use this same technology as tools in their investigations.

The Service is dedicated to investing in our members and commits to the following:

- 4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population
- 4.2 Develop a Social Media Strategy for the Service
- 4.3 Review our Partnerships with External Agencies



4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population

Goals:

- Increase and maintain diversity of our members
- Maintain only relationships that provide benefit to the Service, or receive benefit from the Service

Strategies:

To ensure diversity, the Service will continue to attend cultural conferences, career fairs and speaking engagements to promote the multitude of employment opportunities within the Service as an enriching career option. We will also continue to engage our Aboriginal and immigrant peoples

through grade schools and post secondary institutions.

The Service will continue to develop and support the Newcomers' Working Group, a proactive and positive working group that develops activities and builds relationships between Winnipeg's diverse communities and the Service.

Selection panel members will be well-trained in understanding the responsibilities in maintaining a diverse membership. This will include information related to bias-free policing and the City's diversity strategy.

4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population	Action Owner: Superintendent Devon Clunis Action Lead: Inspector Elizabeth Pilcher Action Analyst: Ray Yuen		
	2012	2013	2014
A. Continue to Support Educational Opportunities for Aboriginal Peoples and Recent Immigrants which Help Them Gain Employment with the Service, and Ensure Diversity of Our Membership OurWinnipeg™	Measure diversity levels of the Service vis-à-vis Winnipeg's population.	Seek out opportunities to meet with underrepresented peoples. Participate in training opportunities for Aboriginal and immigrant groups.	Have and maintain appropriate Service representation in Aboriginal and immigrant committees.
B. Maintain Presence on Newcomers Working Group	Act as a positive and proactive group building relationships between the Service and diverse communities. Act as an outreach group for recruiting.	Develop activities, projects and events.	Continue to develop working group and expand activities.
C. Provide Training for Members of Hiring and Selection Panels	Continue to deliver bias-free selection training.	Continue to deliver bias-free selection training. Evaluate results.	Continue to deliver bias-free selection training. Evaluate results.

4.2 Develop a Social Media Strategy for the Service

Goal:

- Develop social media as a communications tool with accompanying policy and procedure

Strategy:

The Service will embrace social media as a further outlet for communications. The Service will also develop policy defining member usage as it relates to work and personal smart phones, or cellular phones as tools.

4.2 Develop a Social Media Strategy for the Service	Action Owner: Superintendent Devon Clunis Action Lead: Inspector Doug Roxburgh Action Analyst: Ray Yuen		
	2012	2013	2014
A. Expand our Capacity to use Social Media	Determine our current and future opportunities.	Integrate social media into our Public Information programs.	Continue to embrace new social media.
B. Regulate Social Media Usage within the Service	Develop policy and procedure on member usage of social media.	Monitor and evaluate adherence.	Monitor and evaluate adherence.



4.3 Review our Partnerships with External Agencies

Goal:

- Enhance service to the citizens of Winnipeg through our various working partnerships

Strategy:

The Service will examine its current partnerships to determine if they remain viable; this includes contractual partnerships, and presences on Boards and Committees. We will discontinue any partnerships that are no longer of value, and seek out new relationships that will better serve the people of Winnipeg.

4.3 Review Our Partnerships with External Agencies	Action Owner: Superintendent Keith Walker Action Lead: Inspector Scot Halley Action Analyst: Ray Yuen		
	2012	2013	2014
A. Keep Current on Statuses of All External Partners and Potential Partners	<p>Identify and publish a list of current partners. Develop criteria for entering into partnerships.</p> <p>Establish a list of liaisons for current and potential partners.</p> <p>Assess value of current or potential partnerships.</p>	<p>Discontinue partnerships where the Service provides or receives no benefit.</p> <p>Establish new partnerships where the Service can provide, or stands to receive value.</p>	<p>Discontinue partnerships where the Service provides or receives no benefit.</p> <p>Establish new partnerships where the Service can provide, or stands to receive value.</p>
B. Determine if Value Exists from Members Presence on Boards and Committees	<p>Create an inventory of Boards and Committees to which members are assigned.</p> <p>Identify potential Boards and Committees that will benefit from the presence of members of the Service.</p>	<p>Remove presence from Boards and Committees where the Service provides or receives no benefit.</p> <p>Establish presence where the Service can provide or receive benefit.</p>	<p>Only maintain presence on Boards and Committees where the Service provides or receives benefit.</p>

5. Increased Efficiency / Return on Investment:

“We’re getting too specialized.”
Deputy Chief Art Stannard

The Service is continually striving to increase efficiencies and maximize the return on our investments. The business of policing is becoming increasingly complex because of advancements in technology, and because of additional roles the police have taken on over the years. In addition, the increasing demands of the justice system have created the need for processes that did not exist in the past.

Policing is extremely dynamic. As a result, our units constantly change to adapt to needs; tracking the continued effectiveness of units is difficult. This is a challenge for our organization that is often labour intensive but critical for optimum operation.

Another challenge we face is ensuring the mandates of each unit remain viable and focused. We will maximize each unit’s potential without creating duplication and unnecessary administrative work.

The Service is dedicated to increasing efficiencies and maximizing the return on investment by committing to the following:

- 5.1 Develop and Implement an Initiative Review and Approval Process
- 5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization
- 5.3 Develop an Asset Management and Equitable User Fee System to Ensure Our Sustainability
- 5.4 Develop a Budget Management Strategy
- 5.5 Examine General Patrol Deployment and Dispatch Model



5.1 Develop and Implement an Initiative Review and Approval Process

Goals:

- Increase the efficiency for submitting reports and providing time sensitive feedback to the submitting member
- Better define the appropriate levels of authority and accountability throughout the Service to give members full confidence in their decision-making ability

Strategy:

The Service will develop processes for examining internal and external initiatives. These processes will clarify the levels of authority required to make those decisions in a timely manner; the processes will also find efficient ways to document decisions.

5.1 Develop and Implement an Initiative Review Process	Action Owner: Superintendent Dave Thorne Action Lead: Inspector Doug Roxburgh Action Analyst: Richard Puttenham		
	2012	2013	2014
A. Formally Recognize the Internal Administrative Report Process	Review current practice for submission of reports and feedback, and provide new model for Executive approval.	Implement streamlined submission and feedback system for reports. Establish levels of authority for reports.	Review new submission and feedback system to determine if meeting needs of our members.
B. Entrench the Superintendent Group as the Main Filtering Mechanism for New Initiatives	Develop Business Rules regarding initiative approval process.	Implement and adjust as necessary.	Adjust as necessary.
C. Ensure Clarity of Authority, Accountability and Capacity as they Relate to New Initiatives	Establish approved levels of authority and accountability.	Review implemented changes.	Adjust as necessary.
D. Review Levels of Approval Required throughout Procedure Manual	Review current levels of approval within policy and procedure.	Establish criteria for approval.	Adjust as necessary.

5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization

Goals:

- Ensure our units are efficient and effective, and operating with clear mandates
- Ensure an equitable span of control throughout our organizational structure

Strategy:

The Service will review its Units and Sections and align them to best approach our priorities. The Service will identify and reduce overlaps and duplications, as well as identify and fill gaps. Service projects will be regularly reviewed to ensure they continue to provide value.

5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization	Action Owner: Superintendent Dave Thorne Action Lead: Inspector Bill Fogg Action Analyst: Ray Yuen		
	2012	2013	2014
A. Review Mandates and Their Adherence Service-wide	Review current policy statements and in-house mandates.	Adjust alignments and eliminate duplication and overlaps.	Conduct a review.
B. Review / Adjust Specialty Units and Sections	Review Units according to needs, mandates and priorities.	Adjust as necessary.	Adjust as necessary.
C. Define Project Ownership	Establish an authority, accountability and capacity process.	Continue to review, terminate, extend or renew projects.	Continue to review, terminate, extend or renew projects.

5.3 Develop an Asset Management and Equitable User Fee System to Ensure our Sustainability

Goal:

- Increase efficiency and reduce waste across the Service

Strategies:

The Finance Division will undergo cost / benefit analyses to determine which projects should be pursued. We will aim to recover costs where possible. Where we have programs that do not recover costs, we will review those programs and find ways to decrease costs, increase returns, and/or increase efficiencies.

The Service will statistically track internal, administrative processes and search for efficiencies.

5.3 Develop an Asset Management and Equitable User Fee System to Ensure Our Sustainability	Action Owner: Superintendent Corrine Scott Action Lead: Controller Ron Smolik Action Analyst: Ray Yuen		
	2012	2013	2014
A. Develop a Working Group to Implement All Accepted Recommendations from the Service Cost Recovery Audit	Determine timelines for list of audit recommendations.	Run cost / benefit analyses to determine feasibilities.	Monitor followed-through projects.
B. Implement Cost Recovery Opportunities from Programs	Examine cost recovery opportunities.	Adjust or delete programs that are not cost efficient.	Maintain cost recovery as a minimum.
C. Develop Online Permit / Parade / Noise / Alarms Process and Criminal Record Checks	In progress.	Complete process.	No measurement necessary.
D. Enhance Daily Tracking of Police Inventory	Employ inventory tracking program.	Maintain inventory records and establish purchase / movement best practices.	Maintain purchase / movement best practices.

5.4 Develop a Budget Management Strategy

Goal:

- Improve authorizing of overtime and reduce wastage

Strategy:

The Service will train unit Commanders, and all levels of authorizing officers including Sergeants, in a new reporting function that gives Commanders better real-time tools to determine trends and costs concerning overtime expenditures. The Service will ensure accountability at lower levels of management for overtime.

5.4 Develop a Budget Management Strategy	Action Owner: Superintendent David Thorne Action Lead: Controller Ron Smolik Action Analyst: Ray Yuen		
	2012	2013	2014
A. Implement the Budget Management Process	Develop and implement process. Train authorized officers in process.	Monitor strategy.	Monitor strategy.



5.5 Examine General Patrol Deployment and Dispatch Model

Goal:

- Maximize efficiency of cruiser car deployment

Strategy:

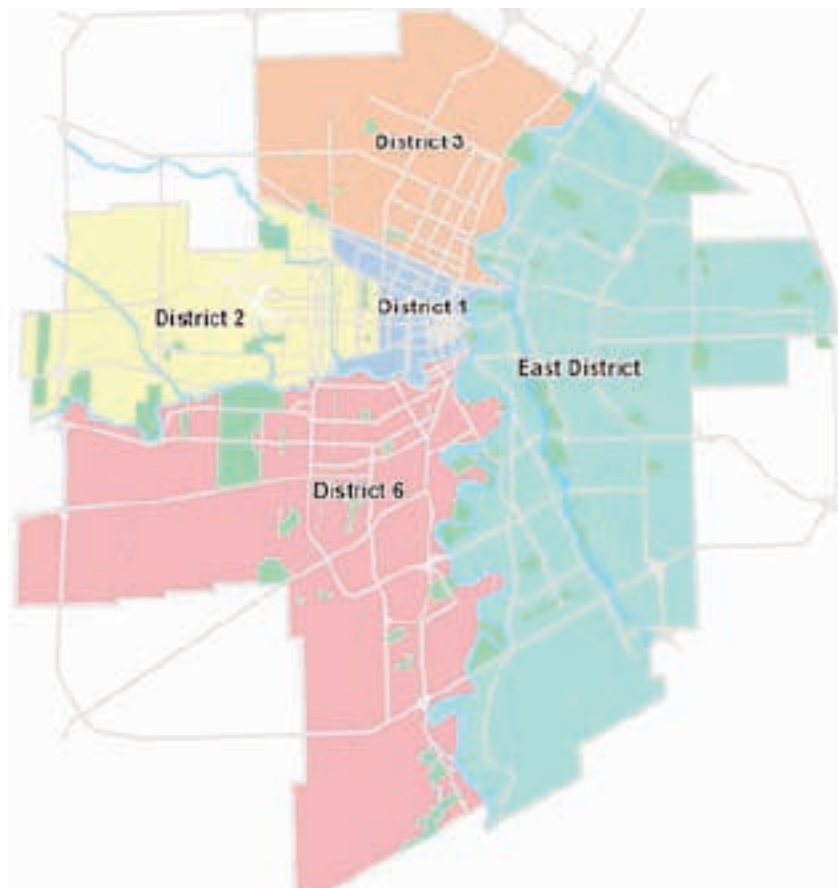
The Service will examine the current Patrol Unit Areas and search for efficiencies in deployment. Subsequently the Service will implement a more efficient model of Patrol Unit boundaries and dispatching procedures.

5.5 Examine General Patrol Deployment and Dispatch Model	Action Owner: Superintendent Dave Thorne Action Lead: Inspector Cam Baldwin Action Analyst: Ray Yuen		
	2012	2013	2014
A. Conduct a Review of Cruiser Deployment and Dispatch	Conduct a review of dispatch procedure. Conduct a review of Patrol Unit Area boundaries.	Implement Pilot Project for Specified Uniform Operations Division.	Evaluate Pilot Project results. Implement successes city-wide.



Glossary

- **Liquor Control Act:** The Liquor Control Act – C.C.S.M. c. L160
- **MLCC:** Manitoba Liquor Control Commission
- **MPI:** Manitoba Public Insurance
- **Overlap:** The transition between platoon duty where both platoons are on active duty simultaneously.
- **Sports and Entertainment District:** Part of the larger Sports and Hospitality Entertainment District, the Sports and Entertainment District occupies 11 city blocks of downtown Winnipeg. The District includes entertainment hubs such as the Winnipeg Convention Centre, the MTS Centre, the Millennium Library, the Burton Cummings Theatre, and the proposed Stantec Building/ALT Hotel.
- **Winnipeg Police Districts:** Currently, Winnipeg has five geographical police districts. Plans are underway to merge District #2 and District #6 to form a four-district model.
- **OurWinnipeg™:** Title of The City of Winnipeg Long Term Plan. The WPS has identified a number of action items it will implement in support of the plan. It may be accessed at: <http://winnipeg.ca/interhom/cityhall/ourwinnipeg/>







WINNIPEG POLICE SERVICE

Winnipeg Police Service

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