



WINNIPEG POLICE SERVICE

2018 BUSINESS PLAN

Exhibit: National Inquiry into Missing and Murdered Indigenous Women and Girls

Location/Phase: Parts 2/3 St. John's

Witness: Danny Smyth

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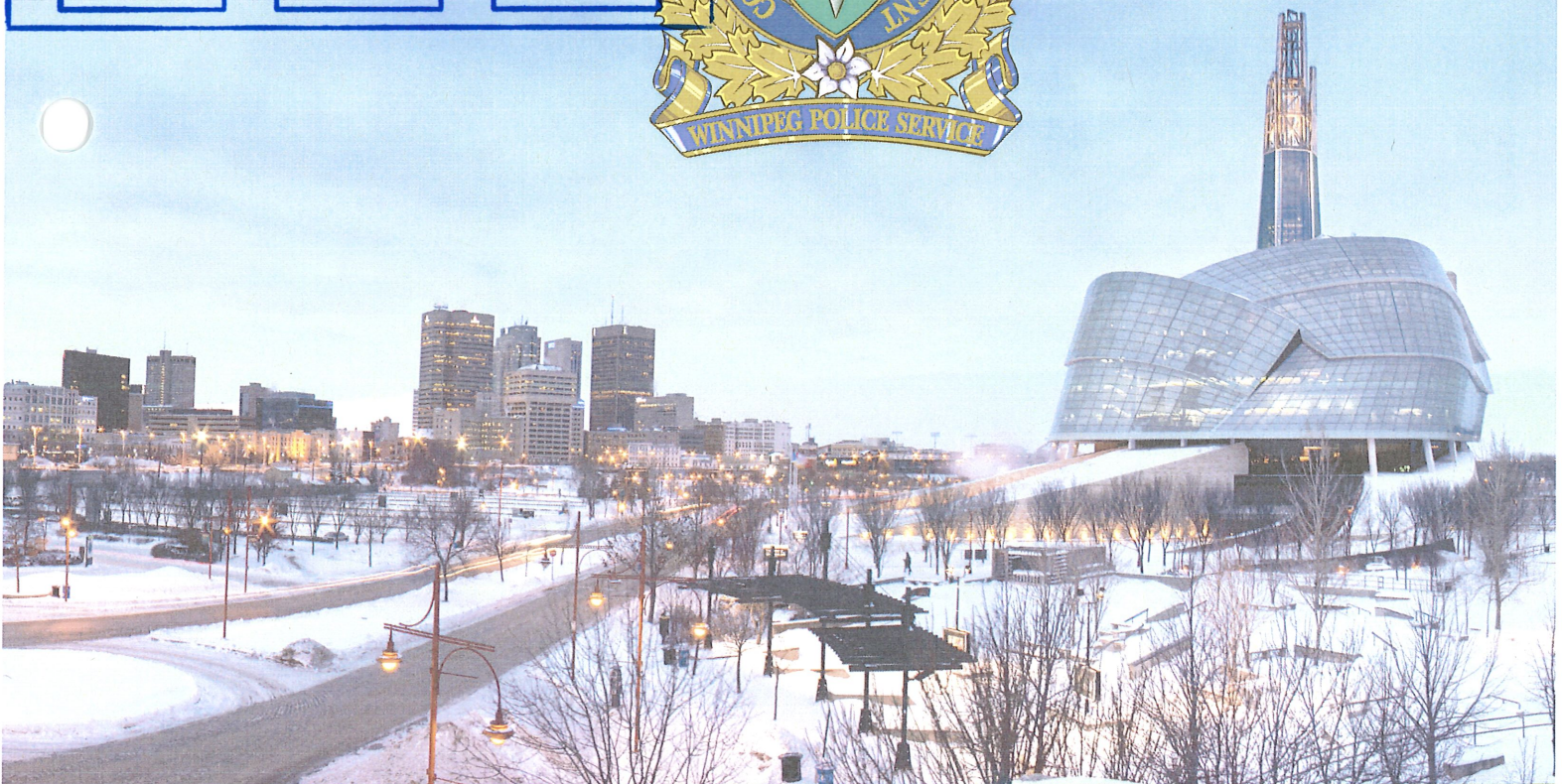
Initials

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A CULTURE OF SAFETY FOR ALL

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photo credit: Nadia Minkevich

Grade 9 student **Nadia Minkevich** interviewed Chief Smyth and captured this moment in the WPS Headquarters boardroom as part of her Take Our Kids to Work Day experience in November 2017

CHIEF'S MESSAGE

I am pleased to introduce the *Winnipeg Police Service 2018 Business Plan*. As our third in conjunction with the *Winnipeg Police Board's 2015-2019 Strategic Plan*, this plan continues with the established goals and strategies that the Service is working to achieve.

As our mission to build a culture of safety for all progresses with safer streets and stronger communities, additional focus will be placed on initiatives and programs that directly impact crime in 2018.

Concerted efforts will continue toward curtailing gang activity through education, prevention, intervention and suppression initiatives. Addressing traffic safety concerns expressed by many citizens remains a priority as well.

With the downtown acting as a hub for Winnipeggers to work, shop and play, the Service will build on the downtown safety strategy, known as Centreline, which emphasizes community engagement, crime analysis, problem-oriented policing and proactive policing principles.

Recognizing that community issues can seldom be solved in isolation, we look forward to continuing to work with the community to address shared concerns that impact crime and safety. Specifically, this includes development of programs that will offer protection to Indigenous women and girls from violence and exploitation, meaningful restorative justice and diversion measures, as well as greater awareness, understanding and prevention surrounding the use of dangerous and lethal drugs that have become all too commonplace.

The wellbeing of the men and women of the Winnipeg Police Service is essential to the success of the Business Plan. Building a healthy organization and enabling individual skill development remain as commitments as the Service continues to serve the citizens of Winnipeg.

There is plenty of work to be done. Together, we will advance the goals of the Strategic Plan.

Danny G. Smyth
Chief of Police



Winnipeg Police Service

Winnipeg Police Board

Our Vision

A CULTURE OF SAFETY *FOR ALL*

OUR GOALS AND STRATEGIES

1. LESS CRIME & VICTIMIZATION

- a. Strengthen pro-active policing through the Smart Policing Initiative
- b. Continue to focus resources toward a downtown safety strategy
- c. Continue efforts to prevent and suppress gang activity and recruitment
- d. Increase the use of restorative justice and diversion programming
- e. Focus efforts to improve traffic safety through enforcement and education

2. ENGAGED COMMUNITIES

- a. Lead collective action to prevent crime through social development
- b. Work with our partners to protect vulnerable persons
- c. Enhance communication, transparency and accountability
- d. Enhance community relationships
- e. Continue to build a service that knows and reflects the communities it serves

3. EFFECTIVE & EFFICIENT SERVICE

- a. Ensure the right people are in the right jobs in the right number
- b. Implement innovative technologies
- c. Instill a culture of continuous improvement
- d. Collaborate to reduce the demand for non-core policing activities

4. HEALTHY ORGANIZATION

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

Our Mission

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

GOAL 1

Less Crime and Victimization

Objectives

- Continue Centreline Strategy Efforts
- Continue the Gang Suppression Strategy
- Implement the Traffic Safety Strategy Service-wide

GOAL 2

Engaged Communities

Objectives

- Sustain Commitment to the Indigenous Women and Girls Safety and Protection Strategy
- Expand Restorative Justice Programs and Diversion
- Community Response to Illicit Drugs

GOAL 3

Effective and Efficient Service

Objectives

- Restructure the Central Processing Unit (CPU)
- Restructure and Civilianize the Central Reading Unit
- Conduct a Review of the Service's Ability to Effectively Respond to Calls for Service
- Enhance Efficiencies for Alarm Permits Processing

GOAL 4

Healthy Organization

Objectives

- Continue Development of a Wellness and Stress Resiliency System
- Strategies to Enhance Employee Safety, Health and Wellness
- Enhance Training and Professionalism in the Service with the Development of a Leadership Training Roadmap





GOAL 1

Continue Centreline Strategy Efforts

Continue the Gang Suppression Strategy

Implement the Traffic Safety Strategy Service-wide

OBJECTIVE**Continue Centreline Strategy Efforts**

Centreline is a proactive response to crime and disorder through community engagement, crime analysis, problem-oriented and proactive policing principles, and public education campaigns. Centreline demonstrates the Service's commitment to having a positive impact on downtown Winnipeg.

OWNER: Superintendent of Uniform Operations

LEAD: Inspector of Division 11

ASSOCIATED STRATEGIES

1.a 1.b 2.a 2.b 2.c 2.d 3.a 3.b 4.a

ACTIONS

- Data driven deployment of resources:
 - Strategic deployment of police resources in the downtown transit corridor
- Continue engagement and partnerships with downtown stakeholders to assist in enhancing downtown safety with a focus on the Sports, Hospitality and Entertainment District (SHED) and surrounding corridors

MEASURES

- Number of criminal code offences reported in Centreline
- Number of proactive and reactive events in Centreline
- Number of identified disorder events in Centreline
- Results of citizen survey

OBJECTIVE

Continue the Gang Suppression Strategy

The Service has developed a gang suppression strategy that will address gang related activities through a four pillar approach: Education, Prevention, Intervention, and Suppression. This year the Service will continue to enhance and expand initiatives driven by the four pillar strategy.

OWNER: Superintendent of Investigations

LEAD: Inspector of Division 40

ASSOCIATED STRATEGIES

1.a 1.c 1.d 2.a 2.b 2.d 4.a

ACTIONS

- Enhance compliance check initiative relationship with the Province of Manitoba
- Increase illegal firearms investigative capacity through training and external partners
- Expand community engagement forums
- Expand integrated intervention process to include familial referrals
- Partner with external agencies in the creation of a residential gang exit strategy

MEASURES

- Number of gang adult and youth compliance checks conducted
- Number of illegal firearms seizures and investigations conducted
- Number of community engagement forums attended
- Number of integrated interventions - gang siblings and familial referrals
- Number of residential gang exit goals achieved

OBJECTIVE**Implement the Traffic Safety Strategy Service-wide**

The Service advocates that traffic safety is a cornerstone of safer communities. The Service will focus efforts on improving traffic safety through enforcement and education by implementing the new city-wide strategy and aligning operational divisions to it. Priorities will be identified, and data analytics will be used to address traffic collisions, impaired driving, and distracted driving.

OWNER: Superintendent of Operational Support

LEAD: Inspector of Division 52

ASSOCIATED STRATEGIES

1.a 1.e 2.c 3.a 3.b 4.a

ACTIONS

- Define data parameters and enhance reporting
- Launch the strategy
- Complete reorganization of Division 52 to support the strategy
- Monitor and prepare for cannabis legalization

MEASURES**Enforcement Component**

- Traditional and photo enforcement
- Impaired and distracted driving
- Intelligence-led enforcement

Education Component

- Community engagement
- Member engagement and training
- Joint projects with Division for HTA and impaired driving enforcement
- Implementation of traffic field training component for recruits

Collaboration Component

- Participation with external groups and committees
- Work with partners to explore opportunities for automated enforcement and technology reforms



GOAL 2

**Sustain Commitment to the Indigenous
Women and Girls Safety and Protection Strategy**

Expand Restorative Justice Programs and Diversion

Community Response to Illicit Drugs

OBJECTIVE**Sustain Commitment to the Indigenous Women and Girls Safety and Protection Strategy**

The Service continues to dedicate resources to address the victimization of vulnerable citizens including a commitment to focus strategic activities toward the safety of Indigenous women and girls. To make a greater impact the Service will continue to leverage partnerships to address the root causes of victimization, and has also adopted a five pillar protection strategy involving investigations, enforcement, prevention and intervention, community engagement, and research.

OWNER: Superintendent of Investigations

LEAD: Inspector of Division 41

ASSOCIATED STRATEGIES

1.d 2.a 2.b 2.c 2.d 3.d

ACTIONS

- Continue commitment toward the Indigenous Women Safety and Protection Strategy
- Monitor and evaluate the high risk missing youth reporting process
- Continue counter-exploitation efforts
- Explore project devote reform to include missing person and counter-exploitation operations and initiatives
- Continue participation in Block by Block project (Thunderwing)

MEASURES

- Please refer to the Winnipeg Police Service quarterly report on Indigenous Women - Safety and Protection Report to the Police Board
- High Risk Victim Frequency Rate

OBJECTIVE

Expand Restorative Justice Programs and Diversion

The Service is committed to restorative justice and diversion measures that meet the needs of citizens faced with crime and conflict in an inclusive and meaningful way. Restorative justice provides opportunities for both victims and offenders to be active participants in justice and accountability. The Service will work towards expansion of the restorative justice program throughout uniform operations.

OWNER: Superintendent of Uniform Operations

LEAD: Inspector of Division 13

ASSOCIATED STRATEGIES

1.d 2.a 2.b 2.c 2.d 3.b

ACTIONS

- Implement domestic violence diversion programming
- Expand restorative justice programming to Division 11
- Evaluate future opportunities for program expansion

MEASURES

- Number of completed diversions
- Percent of total programming completed
- Non-programming success rate

OBJECTIVE**Community Response to Illicit Drugs**

The use of methamphetamines and opioids are rapidly emerging in the community, and are a threat to the safety and wellbeing of all citizens. The Service and its partners have mobilized resources to engage in a response to address this crisis.

OWNER: Superintendent of Investigations

LEAD: Inspector of Division 40

ASSOCIATED STRATEGIES

2.a 2.b 2.c 2.d 3.d

ACTIONS

- Develop a service wide Illicit Drug Strategy that will be comprised of three pillars;
 - Enforcement
 - Intervention
 - Education
- Create a Drug Enforcement Unit to oversee the Illicit Drug Strategy

MEASURES

- Number of arrests, events and on scene hours that involve illicit drugs
- Number of interventions and referrals to external agencies
- Number of public education initiatives
- Number of drug cells disrupted
- Number of illicit drug seizures



GOAL 3

Restructure the Central Processing Unit (CPU)

Restructure and Civilianize the Central Reading Unit

Conduct a Review of the Service's Ability to Effectively Respond to Calls for Service

Enhance Efficiencies for Alarm Permits Processing

OBJECTIVE

Restructure the Central Processing Unit (CPU)

The Service is committed to managing operational deployment of resources in the most effective and efficient manner possible. A civilianized CPU will ensure sustainability in an environment of increasing financial pressures, service demands, and complexity of crimes and investigations.

OWNER: Superintendent of Operational Support

LEAD: Inspector of Division 31

ASSOCIATED STRATEGIES

3.a 3.c 3.d 4.a

ACTIONS

- Create a project charter
- Assign a project team, create a project timeline and a risk registry
- Coordinate with the Training Division to develop a training program for new members
- Collaborate with HR to create new job descriptions
- Create new policy and standard operating guidelines
- Assess and acquire new uniforms and equipment
- Hire and train new members
- Launch Phase 1: Civilianization of 12 positions
- Prepare for Launch of Phase 2

MEASURES

- Project milestones achieved
- Reallocation of police positions
- Comparison of salary dollars in future state compared to current state

OBJECTIVE

Restructure and Civilianize the Central Reading Unit

The Service currently uses a centralized unit staffed by constables who review and approve over 150,000 police reports annually. These duties will transition to existing and newly hired members of the Direct Voice Entry (DVE) Unit and police supervisors. Full implementation will result in having the right people in the right jobs thus enhancing supervisory engagement and quality assurance. A total of 18 constable positions will be recaptured for redeployment within the Service.

OWNER: Superintendent of Operational Support

LEAD: Inspector of Division 31

ASSOCIATED STRATEGIES

3.a 3.b 3.c 3.d 4.a

ACTIONS

- Establish Civilian and Police Supervisor Working Groups
- Create and deliver training for civilian reader/reviewer positions
- Create training syllabus for police supervisors
- Initiate police supervisor training by December 2018
- Create, test, and implement new technical Niche processes
- Implement civilianization Phase 1 by April 2018 for 6 positions
- Recruit, hire and train 6 additional civilian DVE Operators by December 2018
- Proceed to train additional 6 DVE operators starting December 2018
- Liaise with Justice partners to ensure reporting requirements are met

MEASURES

- Project milestones
- Rework rate for reports received by the Court Unit
- Reallocation of police positions
- Comparison of salary dollars in future state compared to current state
- Number of Crown requests

OBJECTIVE

Conduct a Review of the Service's Ability to Effectively Respond to Calls for Service

In an effort to identify efficiencies and provide timely service to the public, the Service will review both current and past practices and policies as it pertains to calls for service and queue management. This project will undertake a data driven approach to enhance how the Service manages calls for service and queue management.

OWNER: Superintendent of Uniform Operations

LEAD: Inspector assigned

ASSOCIATED STRATEGIES

3.a 3.b 3.c 3.d

ACTIONS

- Develop project charter
- Create a project team
- Conduct research and analysis of the Service's calls for service and dispatch processes and backlog
- Prepare a report for the Executive outlining recommendations to increase efficiencies
- Implement approved actions

MEASURES

- Project milestones
- Number of dispatched and not dispatched calls for service
- Number of dispatched calls by priority
- Number of dispatched calls by Division/Unit
- Average number of calls in the dispatch queue
- Average response times by priority

OBJECTIVE

Enhance Efficiencies for Alarm Permits Processing

The current process for handling alarm permit applications (both new and renewal) was reviewed and deemed inefficient, as well as labour intensive and time consuming. This project will leverage new technologies to enhance efficiencies and eliminate processing backlog by automating the application process for new applicants and renewals. On-line options for permit applications will also provide a better service to the public.

OWNER: Superintendent of Support Services

LEAD: Manager of Finance

ASSOCIATED STRATEGIES

3.a 3.b 3.c 3.d

ACTIONS

- Create a business case and secure funding
- Create a project charter, project plan and project schedule
- Develop a project team
- Generate a request for proposals (RFP) for external consultants and developers
- Develop the new system
- Launch the system
- Monitor and evaluate outcomes

MEASURES

- Project milestones
- Renewal rate percentage
- On-line transaction percentage
- Total permit processing cost per transaction



GOAL 4

Continue Development of a Wellness and Stress Resiliency System

Strategies to Enhance Employee Safety, Health and Wellness

Enhance Training and Professionalism in the Service with the Development of a Leadership Training Roadmap

OBJECTIVE

Continue Development of a Wellness and Stress Resiliency System

The physical and psychological impacts of police work require the Service to provide a diverse and flexible approach to support the membership's health and wellness. Acknowledging the challenges facing members, the Service has developed a multifaceted support system which continues to evolve.

OWNER: Superintendent of Support Services

LEAD: Manager of Human Resources

ASSOCIATED STRATEGIES

3.b 4.a 4.b

ACTIONS

- Continue to collaborate with the Information and Technology Solutions Division to launch 'Phase Two' of the Professional Development Program for implementation Service-wide
- Launch stress resilience classroom training for members

MEASURES

- Professional Development Program compliance rate
- Stress resilience training milestones

OBJECTIVE

Strategies to Enhance Employee Safety, Health and Wellness

The Service is committed to developing new strategies to enhance support systems to address the safety, health and wellness of its members.

OWNER: Superintendent of Support Services

LEAD: Manager of Human Resources

ASSOCIATED STRATEGIES

3.b 4.a 4.b

ACTIONS

- Create a healthy workplace working group comprised of members from Behavioral Health, Safety, and Fitness
- Conduct an analysis of safety, health and wellness data to identify emerging issues
- Develop and implement targeted strategies
- Conduct wellness training sessions to enhance member's awareness and supervisory responsibilities
- Reform policy and training for management and supervisors in the areas of substance abuse, respectful workplace, and diversity in the workplace

MEASURES

- Number of strategies and initiatives developed and implemented
- Number of members attending wellness training sessions
- Number of police and civilian supervisors having completed required training

OBJECTIVE

Enhance Training and Professionalism in the Service with the Development of a Leadership Training Roadmap

Personal and professional development are cornerstones of a successful and healthy organization. Through the development of a Leadership Roadmap, the Service will continuously improve its supervisory training programs to help increase leadership capacity and professionalism for the future.

OWNER: Superintendent of Support Services

LEAD: Inspector of Division 33

ASSOCIATED STRATEGIES

3.a 3.b 3.c 4.a 4.b

ACTIONS

- Develop the Leadership Training Roadmap
- Create a communication strategy to promote the Leadership Roadmap
- Integrate the Leadership Roadmap with the Professional Development Program
- Formalize a multi-year training plan for the Leadership Roadmap
- Implement and roll-out the Leadership Roadmap in Q2 2018
- Formalize the Leadership Certificate Program

MEASURES

- Participation rate in the Leadership Certificate Program by rank
- Participation rate of supervisors by course (Leadership category: Lead/Manage/Govern)





WINNIPEG POLICE SERVICE
2018 BUSINESS PLAN

