



# Strategic Planning

Councillor Scott Gillingham,  
Chair, Winnipeg Police Board



# Overview

1. Why do strategic planning?
2. Strategic planning as part of the Board mandate
3. The planning process
4. Lessons learned



# 1. Why do strategic planning?

- Distinct from policy development
- Strategic planning provides direction as to where limited resources should be focused
- Helps to define success
- Identifies high-level strategies - key approaches or ways of achieving goals



# 1. Why do strategic planning?

- Articulate Board priorities for policing and community safety
- Set goals and objectives
- Consult with and give direction to Police Chief
- Communicate with the public to hold the Board and Police Service accountable



## 2. Mandate for Strategic Planning

- The legislative requirement for strategic planning may vary by jurisdiction
- Manitoba's *Police Services Act* requires police boards to “ensure that police services are delivered in a manner consistent with community needs, values and expectations”



## 2. Mandate for Strategic Planning

*Police  
Services  
Act*

Police  
Board  
By-Law

MPC  
Policy &  
Procedure

Rules of  
Practice &  
Procedure



## 2. Mandate for Strategic Planning

- Winnipeg Police Board By-law requires two annual community consultations
- Subsection 35(1) of Manitoba's *Police Services Act* requires the Board to operate in accordance with MPC policy and procedures



## 2. Mandate for Strategic Planning

Manitoba Police Commission policy:

- Requires a multi-year strategic plan
- Requires the Board to work with the Police Chief
- The plan must include :
  - Objectives, goals & tactics that incorporate community needs & values
  - Performance indicators
- The strategic plan has to be made public





## 2. Mandate for Strategic Planning

Manitoba Police Commission procedure:

- The Board establishes its own strategic planning practices
- May use the services of a third party
- Must monitor implementation and direct the Police Chief to make corrections as needed
- Must publish the strategic plan online



## 2. Mandate for Strategic Planning

The Board's Rules of Practice & Procedure:

- Requires a five-year plan, updated annually or completely revisited if warranted
- Requires the Board to provide opportunities for the Police Executive to participate
- Requires an annual Environmental Scan and consultation meetings
- Outlines the Board's planning cycle



## 3. Strategic Planning Process

- Started early 2014
- Used the services of a third party:
  - To publish an Environmental Scan report,
  - To create a website and advertise the consultation process,
  - To host consultation meetings, and
  - To kick start drafting the strategic plan

# Winnipeg Police Board





# Winnipeg Police Board

The Winnipeg Police Board wants to hear from you

1. What are the biggest safety challenges in your community?

2. What are your ideas for making your community safer?



## 3. Strategic Planning Process

Joint initiative with the Winnipeg Police Service:

- Co-hosted consultation meetings
- Police Service input throughout the process
- Input on setting feasible targets
- Adopted the Police Chief's vision

# Winnipeg Police Board



Winnipeg  Police Board



## A CULTURE OF SAFETY **FOR ALL**

Winnipeg Police Service  
Strategic Plan 2015-2019





## What's in our Strategic Plan?

- Our Vision: *A Culture of Safety for All*
- The Police Service's Mission: *Build safe and health communities across Winnipeg through excellence in law enforcement and leadership in crime prevention through social development*
- Values
- Belief statements
- Goals
- Strategies



# Winnipeg Police Board



## Our Goals

- Less crime and victimization
- Engaged communities
- Effective and efficient service
- A healthy organization

### **Our Vision: A Culture of Safety for All**

Participants in our public consultations shared the Winnipeg Police Service's vision of together creating a culture of safety across the city, so that safe and secure communities are a reality for all residents, regardless of where they live, work and play. When we achieve this vision, community safety will be intrinsic to who we are and what we live and experience on a daily basis.

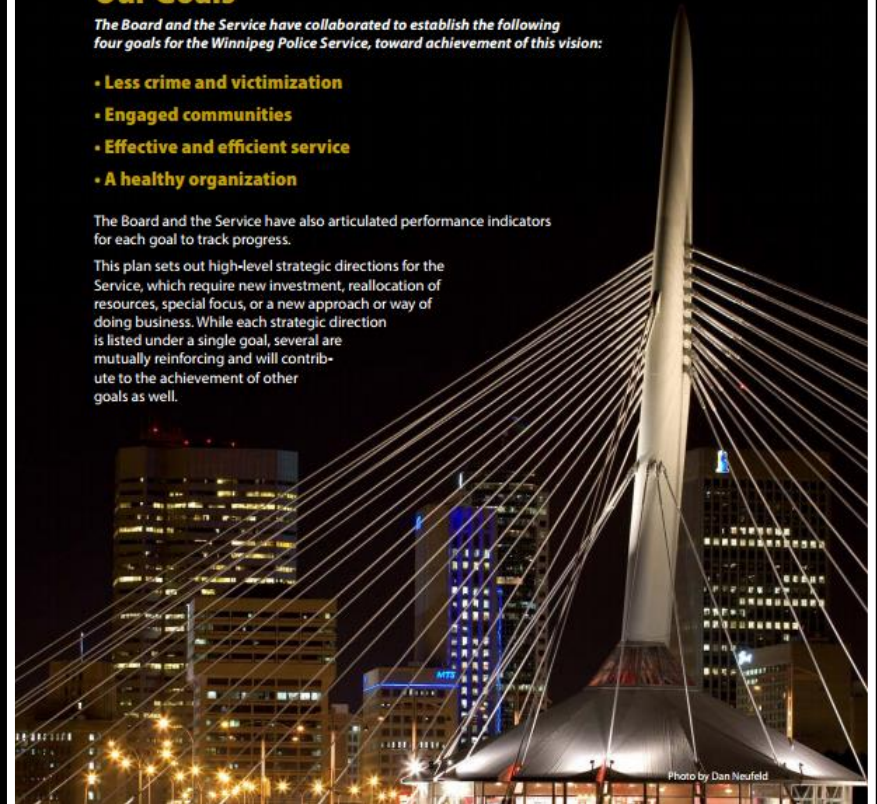
### **Our Goals**

*The Board and the Service have collaborated to establish the following four goals for the Winnipeg Police Service, toward achievement of this vision:*

- **Less crime and victimization**
- **Engaged communities**
- **Effective and efficient service**
- **A healthy organization**

The Board and the Service have also articulated performance indicators for each goal to track progress.

This plan sets out high-level strategic directions for the Service, which require new investment, reallocation of resources, special focus, or a new approach or way of doing business. While each strategic direction is listed under a single goal, several are mutually reinforcing and will contribute to the achievement of other goals as well.



# Winnipeg Police Board



## HOW WILL WE KNOW

MEASURE	TARGET
• Crime Severity Index	• 25% reduction by 2019
• Violent Crime Severity Index	• 25% reduction by 2019
• Citizen perceptions of safety	• Improvement in all districts, greater improvement in the North End and Downtown
• Implementation of "Smart Policing Initiative"	• Progressive development, complete by 2019
• Percentage of police time spent on proactive policing and crime prevention activities	• 33% of General Patrol time is spent on proactive policing by 2019
• Vehicle collisions due to distracted and impaired driving	• 25% reduction by 2019



## 3. Strategic Planning Process

- Strategic plan published May 2015
- Consultation meetings in 2015 to reaffirm community priorities
- Updated plan published December 2015
- Police Service adopted 2016 Business Plan to implement the strategic plan



## Our 2016 Update

### Winnipeg Police Board

**WPS Strategic Plan**  
Goals, Strategic Directions,  
Measures and Targets

**WPS Business Plan**  
Objectives for all strategic directions,  
and operational performance measures

### 2016 Update

In May 2015, the Winnipeg Police Board published the 2015-2019 Strategic Plan for the Winnipeg Police Service. It was built on input from citizens, community organizations, and members of the Winnipeg Police Service. The plan was intended to be a 'fluid' document that would be reviewed annually and enhanced based on internal and external environmental changes.

In May and June, the Board and the Service presented the Strategic Plan to citizens to hear their impressions and feedback. Our vision, "A Culture of Safety for All," was met with widespread support and citizens' comments and suggestions on the plan's components informed changes we

have made for the 2016 update. We will review and update the Strategic Plan each year to ensure it reflects current priorities and community needs and values.

As part of our process for updating the Strategic Plan, we reviewed the plan's goals and targets from a strategic risk perspective. The results reaffirmed our confidence that the Strategic Plan addresses our current priorities. The Board and the Service will work together to monitor strategic risks and the Service will use its annual business plans to mitigate risks to the successful implementation of our Strategic Plan.

### What's New for 2016?

The original 2015-2019 Strategic Plan for the Winnipeg Police Service was published recently. The public safety issues and community needs it seeks to address are still relevant.

The extent of the changes to the 2016 update of the Strategic Plan focuses on how we communicate our goals and strategic directions to the community. The citizens and community organizations who took the time to provide us with feedback on the Strategic Plan had questions and suggestions for how the plan would be implemented. We have updated the Strategic Plan to clarify some of the strategic directions and to better explain how the Winnipeg Police Service will develop annual business plans that will operationalize these strategic goals and directions.

Community input is the foundation of our Strategic Plan, and we rely on citizens' feedback to update it. We heard many supportive comments, as well as suggestions for how to operationalize our strategic directions and feedback on the broader societal issues that need to be addressed as part of a commitment to crime prevention through social

development. We have published reports with all of the community feedback we received on the Board's website, [www.winnipegpoliceboard.ca](http://www.winnipegpoliceboard.ca).

Because the Strategic Plan is a high-level document, it leaves the Police Service to determine how it will meet these goals. Community input that focused on the "how" of policing was considered by the Board and the Service, and relevant feedback will be incorporated into the Service's annual business plans. For example, we heard from citizens that they want improvements to safety on transit buses. The Strategic Plan supports this objective by directing the Service to continue to focus resources toward a downtown safety strategy, work with partners to protect vulnerable persons, and enhance community relationships. The Board and the Service have agreed that how the Service implements these strategic directions will be determined by the Chief of Police. The Board monitors the Chief of Police's performance in this and other areas by reviewing the Service's annual business plans, adopting reporting requirements for the Chief of Police and holding regular meetings with the Service.



## 3. Strategic Planning Process

- Ongoing monitoring and reporting
  - Private quarterly meetings with Police Chief
  - Our Risk Management and Audit Committee monitors risks to the plan
  - Our Governance Committee receives updates on the Service's Business Plan
  - Revisiting the plan each year to keep current

# Winnipeg Police Board



## Actions

### 1.1 Proactive Policing Effort

Standard Operating Guidelines

Tracking and Measures

Data Integration and BI

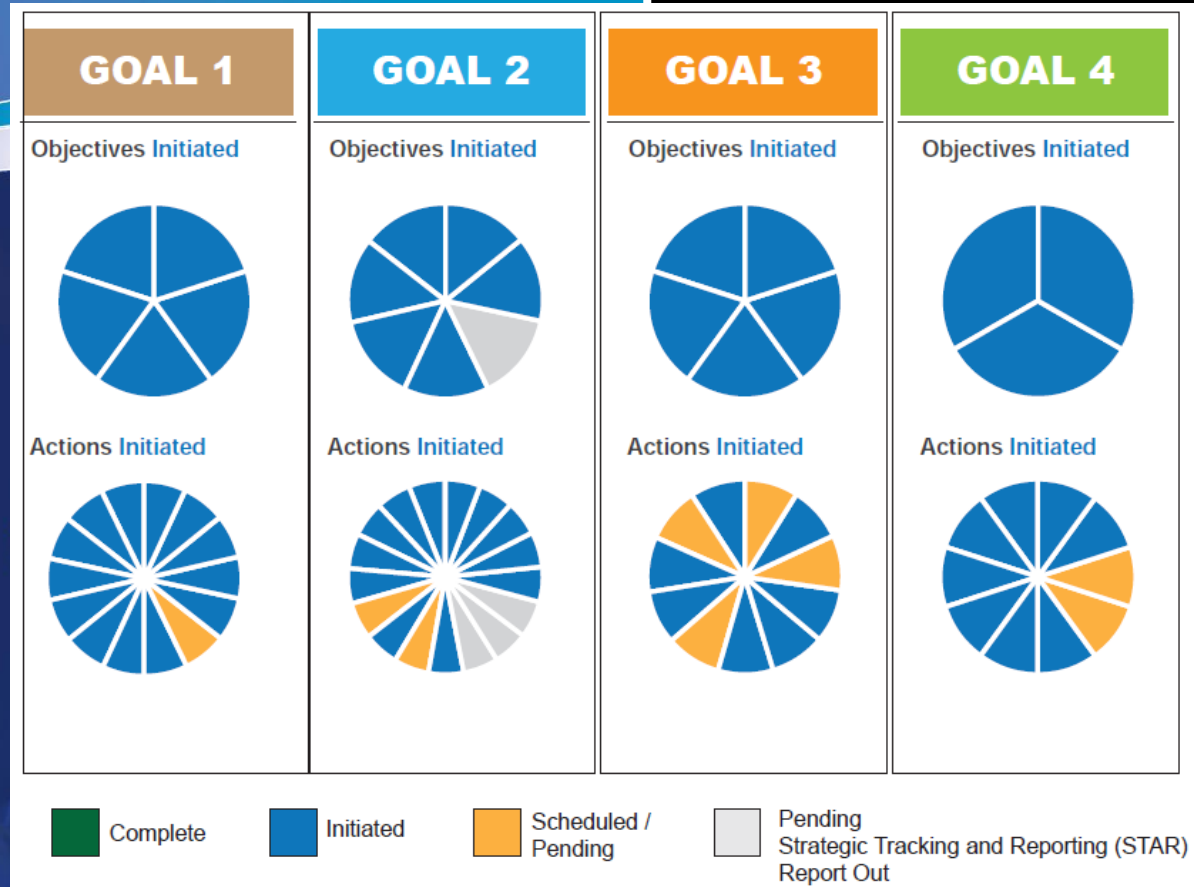
✓ 3 of 3 Initiated

### 1.2 Downtown Safety

Align with Stakeholders

Focused Service Delivery

✓ 2 of 2 Initiated





## 4. Lessons Learned

- It takes time to do it right
- Community consultation is worth the challenge
- Consultation and collaboration legitimize the plan
- It needs to be a “live” document
- What assumptions are built into our plan?



Winnipeg Police Board

Questions?





## Strategic Planning

Presentation by Councillor Scott Gillingham, Chair, Winnipeg Police Board

June 2, 2016

### Why do strategic planning?

- Strategic planning provides directions as to where limited resources should be focused
- It helps to define success and share that definition with the police service and the community
- It encourages police boards to set goals and objectives
- It provides opportunities to consult with and give direction to the Police Chief
- It identifies high-level strategies that outline key approaches for achieving goals
- The strategic plan becomes a communication tool that allows the public to hold police boards and police services accountable

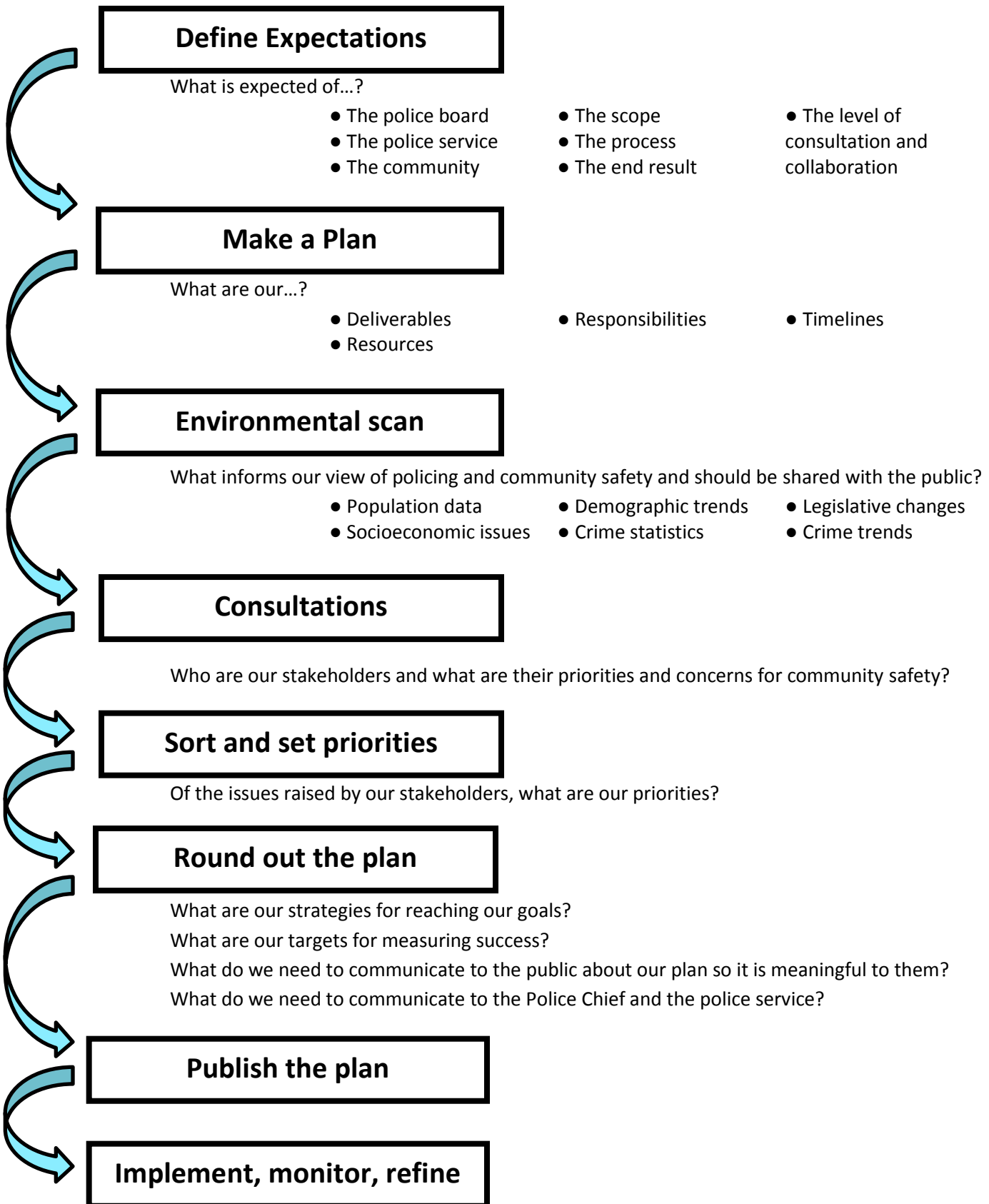
### How does strategic planning fit with your mandate?

- Consult the legislation for your jurisdiction to understand strategic planning requirements
- In Manitoba, the *Police Services Act* requires police boards to operate in accordance with the Manitoba Police Commission's manual of policy and procedure
  - The manual requires multi-year strategic plans that include objectives, goals and tactics that incorporate community needs and values and performance indicators to measure implementation
  - The *Police Services Act* also empowers police boards establish their own rules of practice and procedure – the Winnipeg Police Board uses its rules to hold itself accountable for following a process and schedule for strategic planning

### The Winnipeg Police Board's strategic planning process

- Developing a strategic plan is a collaborative process that involves the Winnipeg Police Service at each step to ensure the end product is relevant and feasible
- Community consultation is the basis of the strategic planning process so the Board can have confidence the final plan reflects community needs, values and expectations
  - Civilian Board members speak for the community when setting priorities, but community members also deserve the opportunity to speak *through* the Board, in their own voices, to identify the universe of policing and community safety priorities that need to be considered
- The strategic plan is a living document that should be referred to often and revised as needed
  - It should guide the Board when selecting a Police Chief, preparing budget estimates, etc.
  - If the environment for policing in Winnipeg changes and priorities shift, the plan should be revised to reflect that

# The Winnipeg Police Board's strategic planning process - workflow



## **Additional resources**

For electronic copies of the following, you may contact the Winnipeg Police Board at [wpb@winnipeg.ca](mailto:wpb@winnipeg.ca)

### **Winnipeg Police Board 2015-2019 Strategic Plan for the Winnipeg Police Service**

- 2015 edition:  
<http://winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/StrategicPlan2015.pdf>
- 2016 edition:  
<http://winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/StrategicPlanUpdate2016.pdf>

### **Winnipeg Police Board 2016 Environment for Policing in Winnipeg**

<http://winnipeg.ca/clerks/boards/WpgPoliceBoard/pdfs/2016EnvironmentalReport.pdf>

### **Winnipeg Police Service 2016 Business Plan**

[http://www.winnipeg.ca/police/stratplan/docs/2016\\_BP.pdf](http://www.winnipeg.ca/police/stratplan/docs/2016_BP.pdf)

### **Winnipeg Police Service 2016 Business Plan – First Quarter Implementation Update**

Consult the Board's meeting agenda for June 3, 2016:

<http://clkapps.winnipeg.ca/dmis/DocSearch.asp?CommitteeType=WPB&DocumentType=A>

### **Winnipeg Police Board consultation materials**

- 2016 materials: <http://winnipeg.ca/clerks/boards/WpgPoliceBoard/ConsultationProcess.stm>
- 2015 results: <http://winnipeg.ca/clerks/boards/WpgPoliceBoard/consultationsresults2015.stm>

### **Consultation survey**

<https://www.surveymonkey.com/r/H8RQW7Y>