



WATERLOO REGIONAL POLICE
SERVICES BOARD

STRATEGIC PRIORITIES 2018-2020

**POLICE
SERVICES
BOARD
2018**



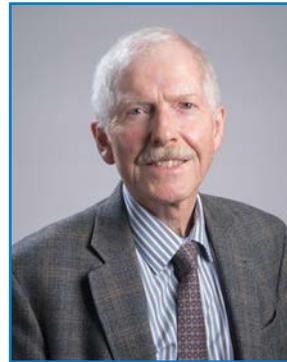
Tom Galloway
CHAIR OF THE BOARD



Phil Huck
VICE CHAIR
OF THE BOARD



Ken Seiling
BOARD MEMBER



Peter Ringrose
BOARD MEMBER



Rosemary Smith
BOARD MEMBER



Karl Kiefer
BOARD MEMBER



Rosita Tse
BOARD MEMBER

TABLE OF CONTENTS

From the Police Service Board Chair – Tom Galloway.....	1
Preamble	2
Area of Focus	3
Core Initiative Action Plans.....	5



FROM THE POLICE SERVICES BOARD CHAIR

On behalf of the Waterloo Regional Police Services Board, I am pleased to present our 2018-2020 Strategic Priorities. The first of its kind, this plan represents our Board's commitment to future planning and establishing the highest levels of performance. We will provide sound governance over police services in Waterloo Region with the guidance of three key areas of focus: People, Performance and Progress, and Principled Planning. Under the leadership of Chief Bryan M. Larkin, this plan articulates to the Service clear expectations from the Board around human resources, capacity building, technology, crime prevention, and sustainability. We encourage you to review the details of this plan as the next several years will bring about a significant amount of change for the Waterloo Regional Police Service and we look forward to sharing the progress and results with our community.



A handwritten signature in white ink, appearing to read 'Tom Galloway', with a long horizontal line extending to the right.

Tom Galloway
CHAIR OF THE BOARD

PREAMBLE

As the civilian governance body for the Waterloo Regional Police Service (WRPS), the Police Services Board (PSB) provides governance, oversight and guidance with a view to ensuring effective service delivery to the community. Working with WRPS members, under the operational leadership of the Chief of Police, the Board is committed to the WRPS mission of *strengthening public safety and quality of life by working in partnership with the community in crime prevention, law enforcement, and providing assistance to all those who need our help.*

Underlying the Police Services Board priorities described below – and related WRPS initiatives – is a shared and deep-rooted commitment to enhance community safety. This is integral to a thriving population, and realizing community aspirations and individual potential. Simply put, the goal is a community that *is safe and feels safe.*

The WRPS has an essential role in community safety – whether it's through: sharing safety-related tips and information, crime prevention, the apprehension of criminals, positive relationship building, or through simply being a valued partner working with others to improve quality of life in the region. The police exist to serve the public and make things better for the community. The Police Services Board priorities are in support of assisting the WRPS to deliver even greater community value and effectiveness.

This document describes Police Services Board priorities for the next few years – in essence, areas of focus and key initiatives that will:

- Serve as a touchstone, guiding Board issue emphasis and decision-making;
- Further engage board members in the critical role of providing civilian oversight;
- Inform future updates to the WRPS Operations Plan;



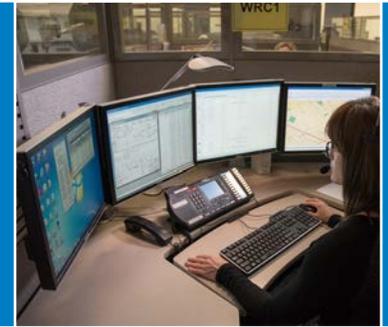
- Provide direction to the Chief of Police and through the Chief of Police, provide direction to other members of the senior leadership team;
- Facilitate alignment between Board aspirations and operational implementation – and provide a clear mandate to the WRPS executive to lead, shape and manage the organization;
- Establish imperatives against which to better gauge performance and success; and
- Contribute to the WRPS vision in which: *every person contributes to a safe Waterloo Region where current and future generations thrive.*

As the overarching document that sets the foundation and direction to the WRPS Operations Plan 2018-2020, this priorities framework will guide Board workflow and help ensure an emphasis on advancing timely and essential initiatives.

AREAS OF FOCUS

The Police Services Board will continue to fulfill all of its responsibilities inherent in its role as a governance oversight body. Among this constellation of activities, three key areas of focus have been identified: **PEOPLE; PERFORMANCE AND PROGRESS; and PRINCIPLED PLANNING.** Within these areas of focus, a number of priorities for the next few years have also been identified. While the Police Services Board will provide guidance and actively gauge success in each area, the WRPS executive will be responsible for developing and implementing initiatives to foster progress and achievement.

Please note that the areas of focus and related initiatives are listed in no particular order. All are vital.



PEOPLE



PERFORMANCE AND PROGRESS



PRINCIPLED PLANNING

Areas of Focus	Challenges and Opportunities	Core Initiatives for 2018-2020
 <p>PEOPLE</p>	<ul style="list-style-type: none"> • Recruit and retain the best and the brightest talent through progressive, fair and equitable recruiting strategies while ensuring the WRPS reflects the community we serve; • Inspire passion for policing within Waterloo Region that promotes the values of the Police Services Board and WRPS; • Ensure that member skills, competencies and historical knowledge are carried forward through mentorship and succession planning; • Continue to promote a bias free work culture; • Encourage a community reflective Board composition; • Explore the potential for further civilianization of policing; • Negotiate strategically, fairly and effectively with members; • Re-engage absent and underperforming employees – and act decisively in areas of ongoing under-performance; and • Implement updated policies. 	<ul style="list-style-type: none"> • Develop a comprehensive WRPS human resource, employee engagement and succession planning strategy that maximizes operational effectiveness, supports member wellbeing and a bias free workplace that is right for the new era of policing in Waterloo region.
 <p>PERFORMANCE AND PROGRESS</p>	<ul style="list-style-type: none"> • Engage and mobilize the community to collaboratively share responsibility for keeping our region safe with a renewed focus on community policing; • Collaborate with all sectors of our community, our municipal partners and other law enforcement agencies in the prevention and solving of crime; • Work with others to identify and address the underlying root causes of crime; • Identify and apply leading crime prevention tactics and approaches; • Reduce and redistribute calls for service that do not require WRPS as a priority response as well as examine best practices that enhance citizen-centered service delivery; and • Foster a technology-embracing culture and capitalize on expertise found within Waterloo Region that also reduces time on task and complexity. 	<ul style="list-style-type: none"> • Focus on essential policing services, and define and clearly communicate the areas for which the Waterloo Regional Police Service is responsible — and help build capacity among other responding organizations. • Demonstrate leadership by leveraging technology in support of operational effectiveness and innovation. • Participate in the region-wide community wellbeing initiative currently being developed and other strategic partnerships that further crime prevention and safety.
 <p>PRINCIPLED PLANNING</p>	<ul style="list-style-type: none"> • Consider long-term operational and capital issues, reserve funding strategy as well as sustainability including facilities planning; and • Appropriately plan and sequence budget priorities; and Identify options for additional funding and partnering. 	<ul style="list-style-type: none"> • Develop a multi-year financial framework that realizes current goals, ensures long-term sustainability and allows for flexibility.

CORE INITIATIVE ACTION PLANS

The table below identifies key actions to be undertaken as 2018-2020 Board Strategic Priorities to support the five identified core initiatives. WRPS Senior Leadership Team have identified these as foundational initiatives that will help pave the way for substantive future success of the WRPS.

CORE INITIATIVE: Develop a comprehensive WRPS human resource, employee engagement and succession planning strategy that maximizes operational effectiveness, supports member wellbeing and a bias free workplace, that is right for the new era of policing in Waterloo region.



EXECUTIVE CHAMPION: DEPUTY CHIEF KEVIN CHALK

Key Actions and Timelines	Anticipated Outcomes of the Collective Actions
<ul style="list-style-type: none"> • Conduct a skills-based position review throughout the Service. <i>[To be completed by: 2019]</i> • Review the transfer and career development processes. <i>[To be completed by: 2020]</i> • Establish additional initiatives to enhance a bias free workplace. <i>[To be completed by: 2019]</i> • Complete a service-wide civilianization opportunity review. <i>[To be completed by: 2019]</i> • Develop a strategy to re-engage absent and under-performing employees. <i>[To be completed by: 2020]</i> 	<ul style="list-style-type: none"> • An up-to-date and comprehensive catalogue of skills that facilitates the more effective deployment of resources and enhanced service to the community. • An improved ability to access expertise and diverse skill sets from across the organization. • Identification of skill/competency gaps and plans for addressing them. • Enhanced mentoring and succession planning that ensures qualified candidates to fill specialized and leadership roles throughout WRPS. • Increase in the number of WRPS members/staff participating in the career development process - and an improved collective organizational ability to meet the future demands of policing. • Bolstering of the Service's ability to better place well qualified civilian personnel into roles more typically performed by police officers. • Improved levels of employee community reflection, participation, engagement and satisfaction.



CORE INITIATIVE: Focus on essential policing services, and define and clearly communicate the areas for which the Waterloo Regional Police Service is responsible – and help build capacity among other responding organizations.

EXECUTIVE CHAMPION: DEPUTY CHIEF KEVIN THALER

Key Actions and Timelines	Anticipated Outcomes of the Collective Actions
<ul style="list-style-type: none"> • Conduct a call management review. <i>[To be completed by: 2018]</i> • Clearly define/redefine core WRPS roles and responsibilities. <i>[To be completed by: 2018]</i> • Develop and share decision-making tools/matrices to assist the community in better understanding when to contact the police or an alternative agency. <i>[To be completed by: 2018]</i> 	<ul style="list-style-type: none"> • Identified opportunities for directing calls currently being handled by the WRPS to more appropriate organizations/agencies. • A better educated public regarding whom to contact for selected issues - and a reduction in the number of inappropriate calls to the WRPS. • Improved liaison and coordination with community organizations/agencies re: meeting community needs. • Enhanced utilization of WRPS resources, including a more purposeful focus on essential roles. • Smarter and more effective policing- including enhanced WRPS service and responsiveness to police-appropriate calls. • Improved understanding of implications for WRPS staffing and resourcing.



CORE INITIATIVE: Demonstrate leadership by leveraging technology in support of operational effectiveness and innovation.

EXECUTIVE CHAMPION: CHIEF BRYAN LARKIN

Key Actions and Timelines	Anticipated Outcomes of the Collective Actions
<ul style="list-style-type: none"> • Conduct a comprehensive information technology (IT) infrastructure review. <i>[To be completed by: 2020]</i> • Develop an enhanced suite of Business Intelligence (BI) tools. <i>[To be completed by: 2020]</i> 	<ul style="list-style-type: none"> • Improved understanding of notable technology-related strengths, gaps and opportunities. • IT systems and tools that more proactively and strategically meet the current and future demands of policing. • Greater ability to work smarter, faster and better- including enhanced effectiveness and efficiency, and overall organizational awareness. • Enhanced resource deployment and decision-making regarding staffing. • Enhanced ability to generate metrics to inform corporate decision-making, gauge success and do ten-year capital planning.

CORE INITIATIVE: Participate in the region-wide community wellbeing initiative currently being developed and other strategic partnerships that further crime prevention and safety.



EXECUTIVE CHAMPION: DEPUTY CHIEF KEVIN THALER

Key Actions and Timelines	Anticipated Outcomes of the Collective Actions
<ul style="list-style-type: none"> Participate in <i>Wellbeing Waterloo Region</i> planning meetings and define the WRPS role in the initiative as it moves forward. Create a joint Board and WRPS sub-committee to support the work of <i>Wellbeing Waterloo Region</i> while ensuring ongoing community engagement. <i>[To be completed by: 2019]</i> 	<ul style="list-style-type: none"> A strategic and complementary role for the WRPS in the <i>Wellbeing Waterloo Region</i> initiative. The most effective application of police skills, competencies and services in pursuit of shared community goals - and an enhanced ability to 'plug-into' mutually supportive activities. Alignment of WRPS initiatives with broader region-wide focuses.

CORE INITIATIVE: Develop a multi-year financial framework that realizes current goals, ensures long-term sustainability and allows for flexibility.



EXECUTIVE CHAMPION: DEPUTY KEVIN CHALK

Key Actions and Timelines	Anticipated Outcomes of the Collective Actions
<ul style="list-style-type: none"> Complete the multi-year financial framework and implement key recommendations. Explore partnership with external agencies, partners and consultants to maximize WRPS financial performance. <i>[To be completed by: 2019]</i> 	<ul style="list-style-type: none"> Improved financial awareness and literacy throughout the organization. Improved planning certainty and forecasting precision (and reduced vagueness/unknowns). More reliable/accurate budgeting. Reduced waste and inefficiency. Elimination of outdated and ineffective practices.

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