



# REGINA POLICE SERVICE

STRATEGIC PLAN  
2015-2018

UPDATE 2015



Regina Police Service

[reginapolice.ca](http://reginapolice.ca)

# Introduction

In 2015, the Regina Police Service conducted a number of actions in support of the Regina Police Service Strategic Plan, 2015-2018.

The strategic plan lists four strategic themes that provide a framework for organizational decision-making over the lifespan of the plan. These themes are:

## Service

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

## Communication

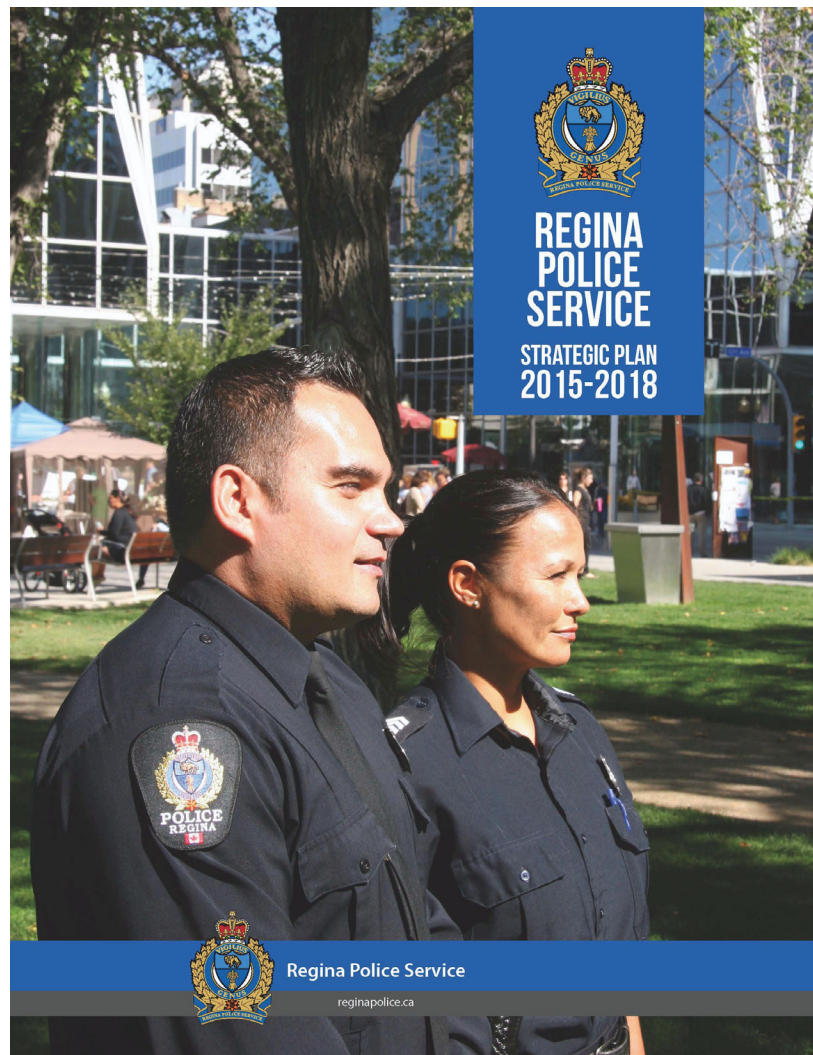
- Enhance both our internal and external communications.

## Our People

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

## Improvements

- Be progressive in how we work and the tools we use.



Regina Police Service Strategic Plan 2015-2018



# Service

## Mental Health

- The Police and Crisis Team (PACT), a partnership between the Regina Police Service and the Regina Qu'Appelle Health Region, became operational in September 2015. The intention is to improve the response to persons who are in a crisis or who receive services from hospitals and police on a repeat basis. PACT operates using a treatment-based philosophy in conjunction with an enforcement-based response, with an aim to connect people to health services rather than the justice system.

## Automated Speed Enforcement

- The Regina Police Service is participating with SGI on a two-year pilot of automated speed enforcement. There are photo radar locations on Ring Road and in select school zones.

## Working with At-risk Youth

- The Regina intersectoral Partnership (TRiP) is an innovative example of crime prevention through social development. TRiP seeks to mitigate or eliminate varying levels of risk and victimization in a collaborative inter-ministerial working environment. TRiP Model is comprised of three components; the 11 and Under Initiative (11UI), the twelve&up Initiative and a Community Hub. 11UI and twelve&up focus on detected behaviours or conditions that place a child/youth in a position of vulnerability. The Hub, which is still in development, will be a rapid response to acutely elevated risk.

## CARE – Canine Assisted Response & Education

- The Regina Police Service welcomed its first trauma dog, Merlot, in June 2015. Merlot is partnered with a Sergeant and is stationed at the Regina Children's Justice Centre. Among other duties, this team assists children with disclosure during difficult interviews and comforts the victims of traumatic crime.

## Reviewed Various Investigative Units

- Investigative units regarding prostitution and child sexual exploitation, domestic violence, and arson were reviewed to identify opportunities for increased effectiveness and efficiency.

## Looking Ahead to 2016...

- Further support and enhance proactive policing strategies.
- Create a technology crime unit to extract evidence from electronic devices.
- Upgrade the red light camera system.



Intervention Canine Merlot and Sergeant Tia Froh



# Communication

## Community Perceptions

- The results from the bi-annual Regina Police Service Community Perceptions Survey, conducted by the University of Regina, reflected high satisfaction with the service provided and high overall feelings of safety. However, the results also suggested that demographic factors, such as ethnicity and location of residence, are correlated with perceptions of policing and safety. The bi-annual survey provides critical information for ensuring police service is satisfying public expectations, as well as for determining if operations are in alignment with community priorities.

## Public Education

- The Street Gang Unit provided information and conducted several education sessions on street gangs to various organizations in Regina.
- The Provincial Internet Child Exploitation Unit developed material and provided training to police services across the province for conducting awareness presentations to children regarding child pornography and “sexting.”
- Social media is a useful medium for communicating crime prevention tips to the public. Removing keys and valuables from vehicles was one focus area for crime prevention communications in 2015.

## Looking Ahead to 2016...

- Develop a comprehensive public communication strategy.
- Replace the currently outdated employee Intranet site to improve the organization and accessibility of internal information and forms.



Kitchener School Safety Walk

# Our People

## Employee Survey

- The Regina Police Service participated in a Professionalism in Policing survey, conducted by Carleton University. Staff were surveyed on topics such as professionalism, ethics, and job satisfaction. Results are due in 2016.

## Civilian Job Classification Review

- All civilian job descriptions were reviewed by employees and respective managers. The civilian pay scale was also reviewed, including comparisons within the policing industry and other public services. Changes will be implemented in 2016.

## Road to Mental Readiness (R2MR) Training

- R2MR training is designed to reduce the stigma of mental illness and promote mental health and resiliency in a police force work setting. The Regina Police Service leadership team (Sergeants and up, as well as civilian managers) received this training in 2015 while the remaining staff will be trained in 2016.

## Collective Bargaining

- New collective bargaining agreements were completed between the Regina Police Service and the Regina Police Association, the Senior Officers Association, and the Out of Scope employees.

## Civilianization

- Eight administrative or technical positions that were held by police officers were civilianized, enabling the reassignment of eight police officers to front-line patrol duties. An efficiency review identified two additional positions to civilianize in 2016.

## Looking Ahead to 2016...

- Conduct a staffing assessment of the Community Services Division.
- Begin training and equipping Patrol members with carbine rifles.

New recruits at Swearing In Ceremony





# Improvements

## Business Planning

- The Regina Police Service now develops annual business plans containing specific actions that will support the general direction provided by the four-year strategic plan. This yearly planning process will afford the flexibility needed to adapt to a changing environment and shifting priorities.

## Record Checks

- Digital fingerprinting (Live scan) has been implemented for all civil and criminal record checks, replacing the traditional method of using ink and paper.

## Laptops in Patrol Vehicles

- New laptops were installed in all Patrol vehicles to ensure police officers are utilizing current hardware.

## Renovations

- Substantial renovations are underway to make better use of space in the Headquarters Building. One notable change includes moving criminal record checks to the main floor to expand the waiting area and provide easier public access.

## Looking Ahead to 2016...

- Complete the implementation of a new 911 system.
- Implement e-Ticketing to improve the process of issuing traffic tickets.
- Complete the rollout of a new resource management system.
- Upgrade the Computer Aided Dispatch (CAD) system.



Newly renovated Identification and Access to Information area,

# Key Performance Indicators

|  |  | baseline   | 2015      | 2016 | 2017 | 2018 |
|--|--|------------|-----------|------|------|------|
| <b>Reduce criminal victimization</b>                               | % change in violent crime                                | 2,561      | -1.50%    |      |      |      |
|  | % change in property crime                               | 10,293     | 9.30%     |      |      |      |
|  | % change in Crime Severity Index                         | 108.07     | in July   |      |      |      |
| <b>Hold offenders to account</b>                                   | % change of occurrences cleared by charge                | 42.70%     | in July   |      |      |      |
|  | Weighted Clearance Rate                                  | 39.9       | in July   |      |      |      |
|  | % change in # of people with active warrants             | 2,547      | 6.30%     |      |      |      |
| <b>Increase safety in public places</b>                            | % change in occurrences in public spaces                 | TBD        | TBD       |      |      |      |
|  | % change in traffic collisions causing injury or death   | 1,035      | in 2017   |      |      |      |
|  | % change in police visibility                            | 3.78 / 5   | 0.30%     |      |      |      |
| <b>Reduce fear of crime</b>  | % change in feelings of safety                           | 3.57 / 5   | -3.10%    |      |      |      |
|  | % change in fear of crime                                | 4.01 / 8   | 0.50%     |      |      |      |
| <b>Deliver quality service that is respectful and professional</b> | Average dispatch times                                   |            |           |      |      |      |
|  | Priority 1 (2 minute standard)                           | 0:42       | 0:42      |      |      |      |
|  | Priority 2 (4 minute standard)                           | 1:21       | 1:16      |      |      |      |
|  | Priority 3 (8 minute standard)                           | 1:58       | 1:51      |      |      |      |
|  | Conduct bi-annual community survey                       | N/A        | Completed |      |      |      |
|  | # of citizen allegations                                 | 79         | 52        |      |      |      |
|  | # of substantiated allegations                           | 26         | 2*        |      |      |      |
|  | % change in perceptions of trust and confidence          | 20.77 / 25 | 1.80%     |      |      |      |
| <b>Prudent financial management</b>                                | Annual budget variances                                  | \$188,195  | \$104,452 |      |      |      |
|  | % change in cost of policing per resident in constant \$ | \$266      | in March  |      |      |      |
| <b>Employ engaged, supported and capable employees</b>             | Conduct bi-annual employee survey                        | N/A        | Completed |      |      |      |

\*there are still 11 public complaints files outstanding for investigation.



# REGINA POLICE SERVICE

STRATEGIC PLAN  
2015-2018

## MISSION

Public Service First

## VISION

Working together to keep  
Regina safe

## VALUES

Respectful  
Professional  
Service

## Community Priorities

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

## THEMES

### SERVICE

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

#### OBJECTIVES

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

### COMMUNICATION

Enhance both our internal and external communications

#### OBJECTIVES

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

### OUR PEOPLE

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

#### OBJECTIVES

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

### IMPROVEMENTS

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

#### OBJECTIVES

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