



2016

BUSINESS PLAN

MESSAGE FROM THE BOARD CHAIR

On behalf of the Winnipeg Police Board, I am pleased to present our 2016 business plan. It builds on our accomplishments and progress from 2015 by setting objectives the Board will meet annually and objectives tied to special projects to increase the Board's capacity.

This business plan is organized around three goals that the Board pursues on an ongoing basis to fulfill its mandate:

1. Maintain and promote public confidence and trust in the Winnipeg Police Service
2. Achieve excellence in civilian governance through a framework that ensures police service excellence
3. Establish and maintain meaningful public engagement and promote partnerships for an integrated approach to public safety

The Board has set objectives that it will meet to support each of these goals.

The Board publishes its annual business plan to promote openness and engage with citizens. We want citizens to know more about the Board's mandate and activities. Most importantly, we want to demonstrate our commitment to consulting the community on how police services in Winnipeg can meet public needs, values and expectations. Many of the objectives in our 2016 business plan focus on helping citizens understand and access information about police governance in Winnipeg and making it easier to provide input on the strategic direction we set for the Winnipeg Police Service.

If you would like to know more about the Board or our 2016 business plan, you can reach the Board at wpb@winnipeg.ca or through its website, www.winnipegpoliceboard.ca.

Sincerely,

Scott Gillingham
City Councillor
St James-Brooklands-Weston ward
Chair, Winnipeg Police Board



INTRODUCTION

The Winnipeg Police Board published its first annual business plan in 2015 and now creates an annual plan to:

- Act as a road map for the Board to help it pursue its goals
- Communicate the Board's priorities and directions to its staff
- Give the public more information about the Board and how it serves the community

Board Goals

The Winnipeg Police Board has three goals that it pursues on an ongoing basis:

1. Maintain and promote public confidence and trust in the Winnipeg Police Service
2. Achieve excellence in civilian governance through a framework that ensures police service excellence
3. Establish and maintain meaningful public engagement and promote partnerships for an integrated approach to public safety

These goals capture the mandate and purpose of the Board. To further its pursuit of these goals, the Board has identified two sets of objectives for 2016: objectives that will be met each year as the Board carries out its regular activities in support of its mandate, and objectives that are unique to 2016 and are intended to improve the Board's capacity and effectiveness.

This business plan lists the objectives the Board will meet in 2016, connecting each objective to one of the Board's three goals. The Board will use this plan to inform its work planning and public reporting.

ONGOING OBJECTIVES

The Winnipeg Police Board introduced objectives in its 2015 business plan that the Board will continue to meet every year to fulfill its mandate.

1. Maintain and promote public confidence and trust in the Winnipeg Police Service

- Hold the Chief of Police accountable for the Police Service fulfilling its legislated reporting requirements and Board requests for information
- Make Board policies, including policies for the effective management of the Winnipeg Police Service, publicly available as they are completed
- Hold regular, private meetings between the Board and the Chief of Police to explore key priorities and issues and exchange information and advice

2. Achieve excellence in civilian governance to ensure police service excellence

- Work with the Police Service to provide the City of Winnipeg with a recommended estimate for the Police Service's budget for the next fiscal year and submit requisite supporting documents when requested by the City of Winnipeg
- Work with the Police Service to allocate its operating and capital budgets
- Collaboratively develop policies for the effective management of the Winnipeg Police Service
- Create and update training materials to share with newly appointed Board members
- Partner with the Winnipeg Police Service and the Manitoba Police Commission to deliver training to Board members
- Provide opportunities for ongoing training for Board employees
- Submit quarterly reports on the Board and the Police Service's respective budgets to the Standing Policy Committee on Finance
- Submit annual audited financial statements for the Board and the Police Service to the Standing Policy on Protection and Community Services
- Submit an annual report of Board operations and activities to the Standing Policy Committee on Protection and Community Services
- Publish regular reports from the Board Chair, the Committee Chairs, and the Executive Director

3. Establish and maintain meaningful public engagement and promote partnerships for an integrated approach to public safety

- Give time for presentations at public Board meetings to delegations presenting issues within the Board's mandate
- Complete and publish an updated report on the environment for policing in Winnipeg
- Use the Board's social media presence to share information that promotes broader understanding of law enforcement and public safety
- Use public presentations by the Board Chair and Board members to share information on the Board's mandate and the context for policing in Winnipeg
- Host a minimum of two public consultation meetings by July
- Solicit written submissions from community members and organizations regarding emerging priorities or areas for reinforcement, refinement, or revision in the strategic plan
- Update the strategic plan to incorporate new feedback
- Publish the updated strategic plan to support implementation and public access

OBJECTIVES FOR 2016

1. Maintain and promote public confidence and trust in the Winnipeg Police Service

A. Establish and implement a process for developing policies for the effective management of the Winnipeg Police Service

Owner: Governance Committee

Building on a foundation laid in 2015, the Board will fully establish its policy development process. By establishing Board policies and holding the Chief to account for their implementation, the Board will ensure that the Chief of Police will deliver police services in a manner consistent with community needs, values and expectations.

Action Items

- Establish, test and formalize a process workflow by December 2016
- Ensure each policy gives actionable directives to the Chief of Police
- Publish all policies in draft and approved form to promote transparency

B. Complete the framework for providing direction to the Chief of Police

Owner: Governance Committee

The Chief of the Winnipeg Police Service reports to the Board. The Board has developed a job description and task list to give direction to the Chief of Police. In 2016, it will complete the monitoring framework by developing a template for the Chief of Police's annual performance plan and working with the Chief of Police to create a process for regularly reviewing the plan and conducting an annual performance review.

Action Items

- Continue to adapt tools provided by the Manitoba Police Commission to establish a framework for performance monitoring
- Create a template for the Chief of Police's annual performance plan
- Create a formal process for conducting annual performance reviews

C. Establish a critical issues management plan

Owner: Risk Management and Audit Committee

In 2016, the Board will establish processes and protocols that help Board members receive information about urgent issues and events. This will allow the Board to speak with a unified voice and provide information to the public in a timely manner.

Action Items

- Establish processes and strategies for responding to urgent communications issues that complement the annual communications plan
- Ensure all Board members understand when and what type of briefings they can expect on urgent communications issues

2. Achieve excellence in civilian governance to ensure police service excellence

A. Complete the Board's first formal performance assessment

Owner: Risk Management and Audit Committee

Board policy requires a formal assessment of the Board's operations and performance every three years. The assessment will be conducted with the assistance of the City of Winnipeg's

Chief Performance Officer and the Office of the City Auditor. The Board's performance will be measured after studying Board documents, consulting Board members and soliciting feedback from the Board's stakeholders – including community organizations and the Winnipeg Police Service. The Board has conducted informal self-assessments, but its first formal assessment will provide an opportunity to thoroughly evaluate how effectively the Board is serving the community and how it can improve.

Action Items

- Provide the Chief Performance Officer with relevant and requested Board documents
- Provide the Chief Performance Officer with input and feedback from Board members
- Identify and work with stakeholders who can provide feedback on the Board's effectiveness

B. Submit a proposal to host the 2018 Canadian Association of Police Governance Conference

Owner: Board staff under the direction of the Board Chair

The Canadian Association of Police Governance (CAPG) is the national organization devoted to excellence in police governance. It hosts an annual conference that brings together members of police boards, members of police services, academics and other experts from across Canada. The Winnipeg Police Board will prepare a bid to host the 2018 conference. Hosting is a privilege that would raise the profile of the Board and enable it to shape the themes and agenda so that police boards across Canada can collaborate and share ideas on how to address their common challenges. Additionally, the Canadian Association of Police Governance estimates that hosting the conference contributes approximately \$750,000 to the local economy.

Action Items

- Prepare a bid to host an annual CAPG conference in Winnipeg for the first time
- Collaborate with the City of Winnipeg and Tourism Winnipeg to anticipate the logistical requirements of hosting the conference

C. Lead the founding of an association of Manitoban police boards

Owner: Board staff under the direction of the Board Chair

At present, police boards in Manitoba communicate and collaborate informally on an as-needed basis. The Manitoba Police Commission brings board members together for training once per year. The Winnipeg Police Board wants to foster better communication among police boards to support a "made in Manitoba" approach to police governance.

Action Items

- Work with other police boards in Manitoba to create an association devoted to sharing training resources, information, and best practices
- Coordinate the association
- Develop and manage an association website
- Respond to requests from association members

D. Enhance the Board's capacity to provide oversight of the police budget

Owner: Budget and Finance Committee

The Board has been active in the development of the annual operating and capital budgets for the Winnipeg Police Service. The Board also monitors the Service's budget performance throughout the year.

Action Items

- Identify budget trends and areas for the Committee to improve its understanding
- Use monthly meetings with the Winnipeg Police Service to improve the Committee's understanding of and insight on the Service's budget performance
- Strengthen communication with the rest of the Board to ensure all Board members are aware of the Committee's oversight activities
- Work with the Service to develop a capital plan for the Service to meet long-term strategic objectives
- Work with the Service to position ourselves to reach the budget target for the 2017 fiscal year currently in the 2015-2019 Strategic Plan for the Winnipeg Police Service

E. Objective: Enhance Board awareness of and sensitivity to issues affecting the safety and security of Indigenous people

Owner: Indigenous Liaison Committee

The Board benefits from the insights and advice of the Indigenous Council on Policing and Crime Prevention, but the Board takes responsibility for being aware of issues that impact the safety of Indigenous people in Winnipeg. The Indigenous Liaison Committee will advise the Board on the issues and opportunities that should inform the Board's priorities.

Action Items

- Study the Truth and Reconciliation Commission's calls to action and give the Board actionable advice on how to reflect the Commission's findings in Board activities
- Advise the Board on the manner in which it may contribute to a national inquiry on Missing and Murdered Indigenous Women

3. Establish and maintain meaningful public engagement and promote partnerships for an integrated approach to public safety

A. Implement the Board's first annual communications plan

Owner: Board staff under the direction of the Board Chair

The Board has been meeting in public since 2013 and holding annual community consultation meetings since 2014. The Board does, however, need to improve public awareness of its mandate and its operations so citizens can engage with the Board, letting it know what their needs, values and expectations are.

Action Items

- Use the 2016 communications plan to guide Board communications

B. Improve engagement through the Board's annual community consultation meetings

Owner: Strategic Planning Steering Committee

In 2015, the Board had 82 attendees to its annual community consultation meetings and received 36 written submissions to provide input on its strategic plan update. The Board will

aim to improve this record in 2016. Receiving community input is an essential step in the Board's five-year cycle of developing and annually updating its strategic plan for the Winnipeg Police Service.

Action Items

- Enhance communication strategies related to the consultation process
- Modify the Board's approach to consulting the community so citizens find it valuable and convenient to provide input
- Use presentations by the Board Chair and Board members to provide citizens with information about the Board and to seek input on the Board's strategic priorities

C. Support the work of the Indigenous Council on Policing and Crime Prevention

Owner: Indigenous Liaison Committee

The Indigenous Council on Policing and Crime Prevention was established in 2015. The Council's interim terms of reference commit it to holding a minimum of two and a maximum of four official meetings per year where it can provide information and advice to the Board. The Board is committed to sending representatives to the Council's official meetings and providing the Council with administrative support. As the Council presents its advice to the Board, the Board will work with its newly-formed Indigenous Liaison Committee to consider the advice. The Board will then consider how to reflect that information, knowledge and advice in the Board's engagement with Winnipeg's Indigenous communities and to inform the Board's directions to the Winnipeg Police Service.

Action Items

- Send representatives to the Council's official meetings, when invited by the Council
- Provide the Council with administrative support
- Consider and address recommendations from the Council