

2016

COMMUNICATIONS PLAN

A CULTURE OF SAFETY FOR ALL

OVERVIEW

This document outlines the Winnipeg Police Board’s plan for communicating and engaging with its stakeholders. In accordance with section 55(2) of the Board’s rules of practice and procedure, the plan addresses the following:

- (a) the objectives of the plan;
- (b) identification and evaluation of the risk factors that may affect achievement of its objectives;
- (c) the specific audiences to which communications and engagement will be targeted;
- (d) the board’s understanding of the existing state of knowledge of each audience respecting policing, public safety, crime prevention matters and civilian oversight of the police service and the special information and engagement needs of each;
- (e) the nature and means of communication of information necessary to ensure each audience is able to meaningfully participate in the board’s public consultation processes;
- (f) the means by which the board will receive and elicit community input and engagement;
- (g) key messages from the board;
- (h) the means by which the board will deliver its messages, including an advertising plan and a social media strategy, and the timing of their delivery;
- (i) criteria to guide decisions respecting matters for which media releases should be issued;
- (j) the resources required to implement the communication plan.

In addition, this communications plan includes information on critical issue management and work flows for issuing news releases.

A. OBJECTIVES

The Winnipeg Police Board has identified a set of primary objectives that it will pursue in all of its efforts communicating and engaging with the public and its community safety partners and stakeholders. In 2016, the Winnipeg Police Board will:

- Promote public awareness of the Board and its mandate
- Promote understanding of the Board’s role in providing accountability and transparency for the Winnipeg Police Service
- Help to earn public trust and confidence in the Winnipeg Police Service
- Engage residents in dialogue about public safety to identify and address community priorities

B. RISK FACTORS

There are a number of inherent challenges that must be addressed for the Board to be successful in achieving the objectives of its first communications plan. They are identified and evaluated in the table below.

Risk	Evaluation
Low levels of public engagement and participation due to ineffective communications	Low levels of public engagement undermine the validity of the Board’s policies, strategic priorities and objectives for the Service. The Board needs to mitigate this risk by providing residents with multiple venues and platforms for giving input, and by utilizing the community connections of its Board members to understand public priorities.
Poor or inadequate communications that lead to public misinformation about the Board’s role or mandate or about the Winnipeg Police Service	The Board still needs to promote awareness of its existence and mandate. Misconceptions about the Board’s mandate will undermine the Board’s ability to engage with the public, earn public trust, and manage public expectations. Examples of damaging misconceptions are that the Board is a blindly supportive cheerleader for the Service or, conversely, that the Board has a combative relationship with the Service. The Board will mitigate this risk by providing clear and accessible information about its mandate and the healthy tension that characterizes its governance relationship with the Service.
The public or interest groups do not feel their input or participation is treated seriously or respectfully	The likelihood of this occurring is high because residents have diverse and sometimes conflicting perspectives. The Board can, however, reassure residents that their input has been heard by: <ul style="list-style-type: none"> • Publishing a summary of the feedback received during the public consultation process • Welcoming public presentations on matters related to the Board’s mandate at the Board’s regular meetings • Writing the strategic plan in a way that specifically acknowledges community input received during the consultation process
Inadequate or ineffective communications on critical issues could diminish public confidence and trust in the Board and the Winnipeg Police Service	The likelihood and severity of this risk will be further evaluated in consultation with the Service. The Board will attempt to mitigate this risk through sound governance of the Service (providing appropriate oversight and implementing policies that will reduce the likelihood of a critical incident). The Board will also implement communications protocols for crisis situations so that it is prepared to provide the public with a clear and appropriate response following an incident to begin restoring public trust.

C. AUDIENCES

The Board will direct its communications products and activities toward the following audiences:

- Residents of Winnipeg
- Winnipeg Police Board members
- City of Winnipeg Council and senior officials
- Manitoba Police Commission
- Members of the Winnipeg Police Service
- Winnipeg Police Association and Winnipeg Police Senior Officers Association
- Local media (mainstream and community-based)
- Community organizations and government agencies with mandates related to community safety, crime prevention and justice
- School boards
- Business community
- Volunteer sector
- Provincial and federal government representatives

D. AUDIENCE NEEDS

It should be noted here that for 2016, there are many commonalities in the information and engagement needs of each audience. Since the Board is a relatively new entity, each audience needs to be able to access information about:

- The Board’s scope and mandate
- The Board’s plan and progress at becoming fully operational
- The Board’s operations and activities
- How to engage with the Board

The following table indicates the knowledge base and needs of each of the Board’s target audiences.

Target Audience	Existing Knowledge (on policing, public safety, crime prevention, civilian oversight)	Information and Engagement Needs
Residents	Varies significantly by individual, should not be assumed	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities • Information on how to contact the Board • Encouragement to reach out to the Board • Encouragement to engage with the Board and/or attend meetings • Public consultation meetings at convenient times and locations

Target Audience	Existing Knowledge (on policing, public safety, crime prevention, civilian oversight)	Information and Engagement Needs
		<ul style="list-style-type: none"> • Information on the environment for policing in Winnipeg and opportunities and challenges for the Winnipeg Police Service, sufficient to enable informed and meaningful engagement • Winnipeg’s diverse communities may require different approaches to communication and levels of engagement, such as communities disproportionately affected by crime
Winnipeg Police Board members	High, but areas of expertise depend on an individual member’s experience and length of service on the Board	<ul style="list-style-type: none"> • Training and orientation upon appointment to the Board • Timely updates • Accessible information on relevant issues and trends
City of Winnipeg Council and senior officials	High familiarity with issues related to policing, public safety, crime prevention; knowledge of civilian oversight may depend on individual councillor’s committee involvement, especially because the Board has only existed since 2013	<ul style="list-style-type: none"> • Orientation to the Board and its mandate • Accessible information about Board operations and activities • Accessible information on the Board’s role in submitting budget estimates for the Winnipeg Police Service • Accessible information on how the City of Winnipeg and the Board interact
Manitoba Police Commission	High	<ul style="list-style-type: none"> • Timely information about the Board’s operations and activities
Winnipeg Police Service Executive	High	<ul style="list-style-type: none"> • Timely information about the Board’s operations and activities • Timely information about the Board’s plans, particularly where they have resource or reporting implications for the Service
Members of the Winnipeg Police Service	Experts on policing, public safety, crime prevention; knowledge of Board and civilian governance function varies depending on the officer and his/her position in the organization	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities
Winnipeg Police Association and Winnipeg Police Senior Officers Association	Winnipeg Police Senior Officers Association includes members that work directly with the Board	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities • Information on how to contact the Board • Encouragement to reach out to the Board
Local media	Varies; for journalists	<ul style="list-style-type: none"> • Accessible information about the Board’s

Target Audience	Existing Knowledge (on policing, public safety, crime prevention, civilian oversight)	Information and Engagement Needs
	reporting on City Hall, crime and public safety, knowledge typically exceeds that of the general public	scope and mandate <ul style="list-style-type: none"> • Accessible information about Board operations and activities, with interest in a level of detail that likely exceeds the needs of other community audiences • Access to Board spokesperson(s) for questions, interviews
Community organizations and government agencies with mandates related to community safety, crime prevention and justice	Varies by organization and agency depending on its size and mandate, should not be assumed	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities • Information on how to contact the Board • Encouragement to engage with the Board and/or attend meetings • Reassurance that relevant partnerships and presentations are welcomed • Opportunities to contact and/or submit deputations to the Board by phone or electronically
School boards	Varies, with low level of awareness of the Board and its civilian governance function	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities • Information on how to contact the Board • Encouragement to reach out to the Board
Business community	Varies, with low level of awareness of the Board and its civilian governance function	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities • Information on how to contact the Board • Encouragement to reach out to the Board
Volunteer sector	Varies, organizations represented at the Board’s 2014 crime prevention roundtable will be more familiar with the Board	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities • Information on how to contact the Board • Encouragement to reach out to the Board
Provincial and federal government representatives	High, but knowledge of civilian governance is not specific to the Winnipeg Police Board	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • Accessible information about Board operations and activities

E. NATURE AND MEANS OF COMMUNICATION

The Winnipeg Police Board plans to use a variety of media and strategies to reach its target audiences to increase the likelihood of contact and engagement. The Board pays careful attention to how and to what end each means of communication is used. The following list identifies the nature and means of communication the Board will utilize to share information and engage with its target audiences, as well as information about the content, tone, and frequency for using each means of communication.

Board Website

The Board will continue to use <http://winnipeg.ca/clerks/boards/WpgPoliceBoard.stm> as its primary website. It has purchased the domain name www.winnipegpoliceboard.ca so that it has a concise and memorable website name it can include in Board publications. While this domain name previously directed visitors to a website managed by a consulting firm hired by the Board, it now directs visitors to the Board's website, hosted by the City of Winnipeg.

Content: The Board's website will provide visitors with information on:

- The Board and its mandate
- How to contact and engage with the Board
- The Board's activities and recent publications
- Upcoming meetings and links to minutes from previous meetings

Tone: Professional and accessible

Frequency: The Board's website will be updated on an as-needed basis when the Board has new information or updated documents to share with the public. It will always include notice of the date and time of the next regular Board meeting.

Paid Advertising

For 2016, the Board has a modest budget for advertising. Since it does not have the resources for a sustained public awareness campaign, it will focus its limited resources on running paid advertisements in the lead-up to its public consultation meetings. These advertisements will be used to raise awareness of both the Board and the upcoming meetings in hopes of motivating members of the public to attend the meetings and engage with the Board. The Board will not concentrate its resources on any single source or medium.

Content: The paid advertisements will include the following information:

- The date and time of upcoming public consultation meetings
- The purpose of the public consultation meetings
- The Board's website, or another way to find more information

Tone: Formal, inviting tone that uses brevity to maximize impact

Frequency: The focus for these advertisements will be to promote the public consultation meetings, and the advertisements will therefore be timed to run in the days or weeks leading up to these meetings.

News Releases

In 2015, the Board was fortunate that local media outlets were aware of important accomplishments and actions because their journalists and columnists attended the Board's public meetings. In 2016, the

Board will boost its profile by issuing news releases that highlight important accomplishments and milestones. News releases will be posted to the Board’s website, and will be promoted on Twitter. These news releases will be intended to facilitate media coverage of the Board’s accomplishments and milestones.

Content: The Board’s media releases will identify the notable milestone, project, or activity. They will provide media and the public with context for understanding the significance of the milestone, project, or activity being announced. Wherever possible, the media releases will include quotations by Board members.

Tone: Formal and professional tone with an emphasis on being informative and well-structured

Frequency: The precise number and frequency will be determined by the number of occasions where a media release is merited. Criteria for issuing news releases can be found in Part I.

Targeted Outreach

The Board has initiated relationships with a number of community organizations and government agencies with mandates or concerns that overlap with the Board’s own focus on public safety, law enforcement and crime prevention. The Board intends to maintain these relationships and contacts, and will keep these organizations and agencies apprised of its work by identifying media releases, reports and other developments which will be of interest to the Board’s stakeholders and then sharing them.

Content: The Board will contact significant stakeholders (particularly community organizations and government agencies with overlapping mandates or concerns) to notify them of the release of significant publications or the launch of major initiatives.

Tone: Formal and professional, appreciative of existing relationships and previous communication

Frequency: The Board will consciously avoid over-using targeted outreach to share information about its activities to avoid overwhelming its stakeholders with information. The Board will set a target of using targeted outreach to share up to four communications per year with stakeholders.

Social Media

The Board currently has an inactive Twitter account with 160 followers as of September 30, 2015. The account was created by a consulting firm for use in promoting awareness and attendance at the Board’s 2014 public consultation meetings. The Board currently makes modest use of this Twitter account, primarily to disseminate information.

Content: The Board’s Twitter account will focus on acting as a tool for public engagement. It will be used to notify the public and media about the following:

- Upcoming public consultation meetings
- Updates related to the public consultation process, including the deadline to make online submissions
- Upcoming public meetings
- Meeting materials being uploaded to the City of Winnipeg’s Decision Making Information System
- Media releases

- New Board member appointments

In addition, the Board will use its Twitter account to share information that educates followers on the Board's mandate and operations. The Board will develop criteria to further govern the content it shares on Twitter, and will conform to the City of Winnipeg's social media policy.

Tone: Professional, concise, accessible, inviting

Frequency: The Board will set a goal of using Twitter at least twice per week in 2016, with more regular use during its public engagement process.

The City of Winnipeg's Public Engagement Newsletter

The City of Winnipeg has launched a public engagement newsletter. Citizens can register to receive e-mail news of opportunities to provide input on City projects and programs.

Content: The Board will provide City staff with information about upcoming consultation meetings and opportunities to provide input on the Board's strategic plans and policies for the effective management of the Winnipeg Police Service.

Tone: The Board will conform to the City's communication standards.

Frequency: The Board will include notices in the newsletter a few times in 2016, primarily related to its community consultation meetings.

F. ELICITING COMMUNITY INPUT AND ENGAGEMENT

To maximize engagement, the Board will provide multiple opportunities and venues for community members to offer input on priorities for public safety, law enforcement, and crime prevention. For 2016, it will focus on three venues that community members may use to give the Board feedback, and the Board will take steps to promote awareness of these venues:

Regular meetings of the Board: The Board holds regular meetings in public throughout the year. The Board encourages community members and community organizations to contact the Board's Executive Director. If their concerns or input fall within the Board's mandate, they will be invited to make a presentation at one of these public meetings. The Board presents this information on its website, and will highlight it further in 2016.

Community consultation meetings: The Board will hold at least two meetings in 2016 which all community members and organizations are invited to attend. These meetings will be held by the end of June, with the exact dates and locations to be announced. The locations will be selected in accordance with the Board's rules of practice and procedure, with convenience for community members being a priority in the selection. The community consultation meetings will follow a format that encourages attendees to ask questions and to share their own opinions and concerns.

Contacting the Board via its website: The Board's website offers visitors an online form they may use to contact the Board. Queries made using this form are directed to Board staff and are checked regularly so that prompt replies can be provided. The Board's e-mail address for general inquiries, wpb@winnipeg.ca, is included on the Board's website as well.

H. DELIVERING BOARD MESSAGES

The Board requires an advertising plan and a social media strategy that outline the means by which it will deliver its messages. The timing of when each is implemented is partly dependent on when the Board holds its 2016 public consultation meetings, as a key function of any paid advertising or other media content will be to encourage the public to attend those meetings.

Advertising Plan

Objective: To promote public awareness of the Winnipeg Police Board and to drive public engagement with the Board and the Winnipeg Police Service.

Duration: The advertising campaign will run between April 1 and June 30. It will not necessarily cover that entire period, rather it will focus on the weeks before and during the Board's public consultation meetings. The period and degree of media saturation will depend on the resources the Board has available for issuing media releases, speaking with media outlets, and running paid advertisements.

Advertising Goal: The Board's goal is to have more attendees per public consultation meeting than in 2015, more electronic submissions, and more visitors to the Board's websites.

Recommended Advertising Activities:

Two months before the public consultation meetings:

- Update content on the Board's websites to reflect the current cycle of public consultation
- Update the Board's websites to contain information on the dates and locations of the Board's public consultation meetings
- Upload the Board's strategic plan and environmental scan to the websites for public review

One month before the public consultation meetings:

- Contact community organizations, government agencies and other stakeholders who have engaged with the Board in the past year and inform them of the upcoming public consultation meetings, encouraging them to come and to share the invitation with their own networks
- Share information on the public consultation meetings with any community newsletters or networks that may be able to share the information with their own contacts
- Pursue opportunities for the Board Chair and the Chief of Police to promote the public consultation meetings through appearances on or interviews with local media outlets

Within two weeks of the public consultation meetings beginning:

- Run any paid advertisements promoting the Board and its public consultation meetings
- Ask the Winnipeg Police Service to promote the public consultation meetings to its Twitter followers
- Have the Board Chair and the Chief of Police appear on local television and/or radio shows to promote the public consultation meetings

In the two weeks after the public consultation meetings:

- Issue a media release commenting on the conclusion of the public consultation meetings and notifying the public of the deadline for online submissions

One month after the public consultation meetings:

- Issue a summary of the feedback received as part of the public consultation process for the strategic plan update

Social Media Strategy

The Board appreciates the importance of both quality and consistency for social media content. Using social media to generate awareness of the Board and its public consultation meetings requires Board staff to maintain a regular presence on at least one social media platform. For 2016, the Board will restrict its social media presence to Twitter.

The Board will make modest use of Twitter in 2016 as a way of complementing and extending its other outreach activities. Being realistic about the time commitment required to establish a robust social media presence will ensure the Board remains focused on the projects and tasks of public importance that it has outlined in its 2015 Business Plan and its forthcoming 2016 Business Plan. For 2016, the Board will set the goal of using Twitter at least twice per week. At the end of 2016, the Board will evaluate whether its presence on social media (and using this particular platform) is effective and revise its social media strategy for 2017 accordingly.

The Board's Twitter account will focus on acting as a tool for public engagement. It will be used to notify the public and media about the following:

- Upcoming public consultation meetings
- Updates related to the public consultation process, including the deadline to make online submissions
- Upcoming public meetings
- Meeting materials being uploaded to the City of Winnipeg's Decision Making Information System
- Media releases
- New Board member appointments
- Information about the Board's activities and accomplishments
- Information related to the environment for policing in Winnipeg

The Board will develop criteria to further govern the content it shares on Twitter, and will conform to the City of Winnipeg's social media policy.

In 2016, the Board will seek to attract more followers in 2016 by following more organizations and individuals the Board on Twitter. This will improve community connection: the Board will stay informed of community discussions on public safety and crime prevention, and these organizations and

individuals will be more likely to follow the Board. The Board will impose criteria to determine which organizations to follow on Twitter:

- Organizations that were invited to the 2014 round table on crime prevention
- Organizations that have engaged with the Board by making written submissions during public consultations
- Organizations that have presented at public Board meetings
- Neighbourhood associations that take an interest in public safety, particularly if they follow back
- Neighbourhood BIZ organizations, particularly if they follow back

I. CRITERIA FOR ISSUING NEWS RELEASES

The Board has committed to issuing more news releases in 2016 than in the previous year in order to promote awareness of its work. The Board therefore developed the following criteria to determine when news releases shall be issued:

- The news release must be related to a significant accomplishment that:
 - Pertains to the publication of a public document or report that is a unique, standalone release or is a regular publication that the Board releases on, at most, an annual basis; or
 - Constitutes a milestone because it is the first time the Board has completed a new task or project that will be continued in the future; or
 - Formalizes a partnership with a community organization or government agency which has consented to the issuing of a media release; and
 - Involved the participation of at least four Board members; and
 - Profiles the Board's fulfillment of some aspect of its mandate.
- Alternately, the media release may be issued to share information or state a Board position for the record where:
 - The Board has identified a significant risk to public confidence and trust in the Board and/or the Winnipeg Police Service; and
 - The issue which the Board seeks to address relates directly to some aspect of its mandate; and
 - The Board needs to address an oversight or misrepresentation of the Board and its activities in the media; or
 - The Board needs to address an oversight or misrepresentation of the Winnipeg Police Service and its activities or operations in the media and has consulted with the Winnipeg Police Service in this regard.

The Board will also host the occasional press conference, when warranted, to emphasize the significance of certain announcements. The Board has therefore developed the following criteria to determine when a press conference should accompany a news release:

- The news release pertains to a particularly significant accomplishment that:
 - Initiates a project that has considerable value to the public, or
 - Establishes a best practice for police governance, or
 - Enhances the Board’s capacity to fulfill its mandate, or
 - Rectifies or addresses an issue of widespread public concern; or
- The Board identifies a critical need to share information or state a Board position for the record in the most visible way possible or in as many ways as possible; and
- The Board determines that understanding and coverage of its news release will benefit from providing reporters with an opportunity to ask questions; and
- The Board determines it has visual elements, display materials or the presence of community partners to make full use of the press conference format; and
- The Board has the time and resources available to organize a press conference.

J. REQUIRED RESOURCES

For 2015, the Winnipeg Police Board allocated \$9,587 for advertising, and another \$1,000 for printing. Resources allocated to strategic planning also supported the Board’s communications objectives, as the Board’s 2015 community consultation meetings were held in support of the strategic planning process.

For 2016, the Board will prioritize its communications spending on its community consultation meetings, followed by advertising that promotes awareness of the Board and its annual consultation meetings. Since the Board does not have a budget history on which it can draw to estimate precisely how these resources will be divided, it will refine its budget as it selects the dates and locations for its public consultation meetings. These meetings will take priority in terms of resource allocations, with decisions regarding the number of print copies to be produced for reports and the scope of the Board’s marketing to be determined afterward.

K. CRITICAL ISSUE MANAGEMENT

The Board recognizes that not all of its communications with stakeholders will be proactive. There will be situations where the Board is called upon to comment on or account for a decision, outcome or critical event that affects the community and its trust in the Board and/or the Winnipeg Police Service.

While the Board’s management of critical issues will be largely defined by the nature and scope of any critical issues that arise, the Board has adopted principles that will guide its communications with stakeholders during these situations:

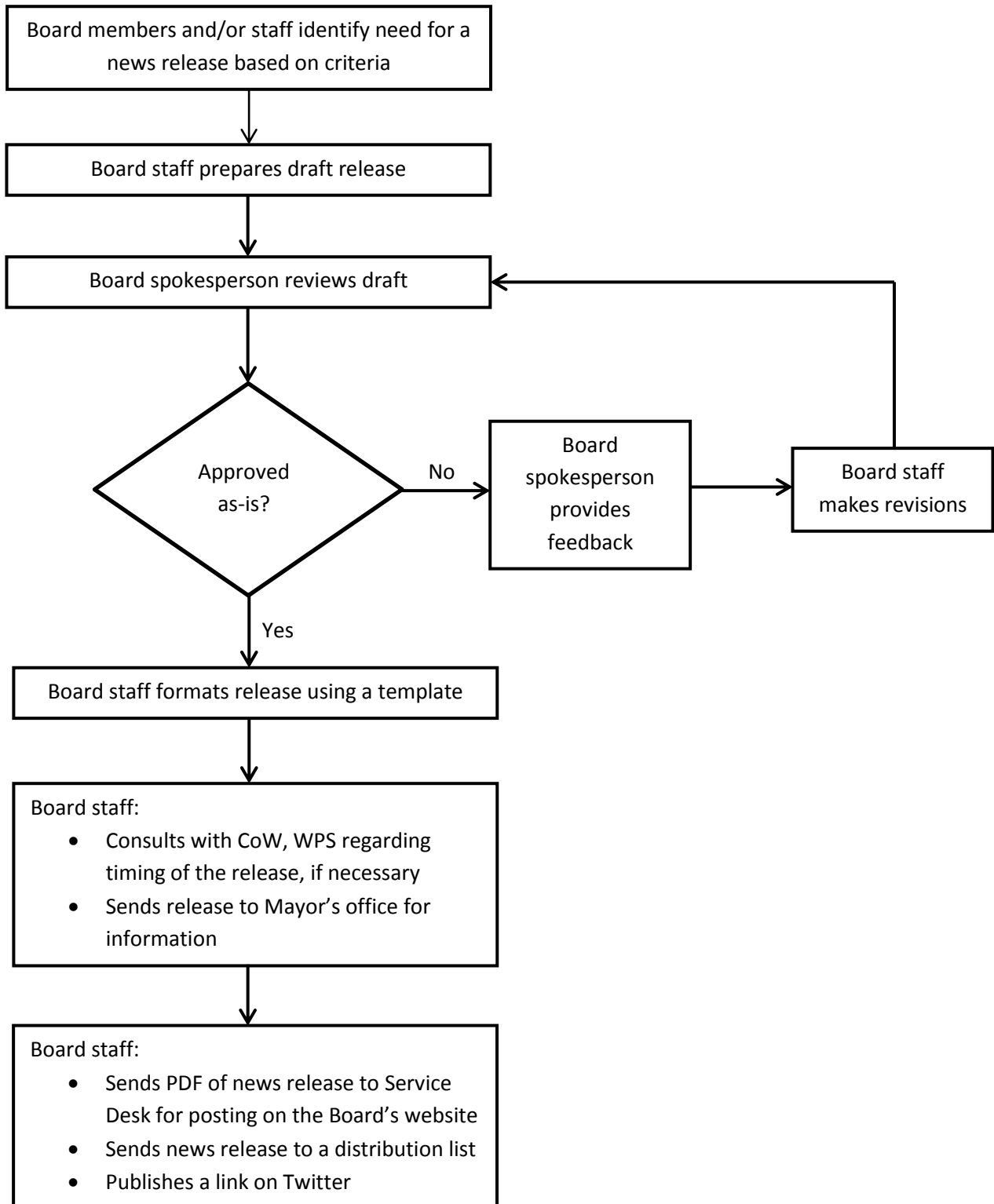
- The Board will consciously maintain its cohesion. As the Board receives information on an event or issue within the Board’s mandate, that information will be shared with all Board members. When the Board Chair communicates with stakeholders (including media) in his/her capacity as Board spokesperson, other Board members will be informed as soon as practicable.
- The Board will use media interviews, news releases and direct communication as appropriate to connect with stakeholders affected by an event or issue.

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- The Board will maintain its commitment to transparency and accountability during and after an event occurs or an issue comes to light. The Board will make its spokesperson available to provide information and insight to stakeholders, while simultaneously respecting commitments to Board confidentiality. Where the Board cannot share information being requested by stakeholders because the information is confidential and/or it pertains to an active investigation and is therefore outside of the Board's authority, the Board's spokesperson will explain this to stakeholders to promote understanding.
- The Board will inform stakeholders of any actions it may or will take in response to the issue. Since the Board has no role in ongoing investigations and is not entitled to any confidential information on them, an event that results in a police investigation poses the risk of creating a public perception that the Board is failing to respond to the issue. The Board will outline any commitments it is making in response to the event, and will educate stakeholders on the Board's role to work with the Winnipeg Police Service to identify any policy solutions that address issues associated with the event.

APPENDIX: PROCESSES FOR ISSUING A NEWS RELEASE

Issuing a News Release Winnipeg Police Board Process



**Issuing a News Release and Hosting a Media Scrum
Winnipeg Police Board Process**

