

# 2017 BUSINESS PLAN

## MESSAGE FROM THE BOARD CHAIR

On behalf of the Winnipeg Police Board, I am pleased to present our 2017 business plan.

Since 2015, the Board has developed and published an annual business plan to guide its work and to promote openness, accountability, and citizen engagement. This document informs citizens about the Board's activities and what they can expect from the Board in 2017.

The Board has three primary 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

The 2017 business plan is organized around these three goals, and sets objectives to support them.

Since its establishment in 2013, the Board has been developing a framework of rules, processes and policies to provide effective governance and policy and financial oversight of the Winnipeg Police Service. For 2017, the Board has set objectives to complete some of the outstanding components of the Board's governance framework and to improve the effectiveness of the Board's communications. Fulfilling these objectives will help the Board to implement – and, wherever possible, improve upon – a robust system of civilian governance comparable to what has been in place in other provinces for decades.

If you would like to know more about the Board or our 2017 business plan, you can reach the Board at [wpb@winnipeg.ca](mailto:wpb@winnipeg.ca) or through its website, [www.winnipegpoliceboard.ca](http://www.winnipegpoliceboard.ca).

Sincerely,

Councillor Jeff Browaty, Chair



## **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
- Better inform the public about the Board and its activities
- Be accountable to the public for its performance in serving 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.

### **Board Objectives**

The Board sets objectives against which its performance can be measured. The first set of objectives in this plan describes tasks the Board must complete each year in support of its mandate. The Board also has a set of objectives that are unique to 2017 and are intended to improve the Board's capacity and effectiveness.

## **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
- 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 web presence to share information that promotes broader understanding of law enforcement and public safety
- 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 2017

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

#### A. Ensure progress in implementation of the Bias-Free Policing Policy and the Use of Force Policy

**Owner: Committee of the Whole**

In April 2016, the Winnipeg Police Board established two policies for the effective management of the Winnipeg Police Service, including a policy on bias-free policing. The Board is currently developing a policy on the use of force by members of the Police Service. Both policies are significant in terms of their potential to enhance public confidence and trust in the Winnipeg Police Service. The Board will monitor the Service's progress implementing both policies, including their accountability and reporting requirements.

**Action Items:**

- Obtain updates on implementation at quarterly private meetings with the Police Chief
- Receive formal reports to demonstrate policy compliance as outlined in each policy

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

#### A. Complete the Police Chief performance monitoring and evaluation framework

**Owner: Governance Committee**

The Board has developed a job description for the Police Chief position and, in 2016, established its processes for the recruitment, interviewing and selection of candidates as the Board hired a new Police Chief. In 2017, with the new Police Chief in place, the Board will complete its framework for monitoring and evaluating the Police Chief's performance. In consultation with Chief Smyth, the Board will develop the Chief's annual performance plan and a process and schedule for reviewing his performance according to that plan.

**Action Items**

- Develop a 2017 performance plan for the Police Chief, with his input
- Use private quarterly meetings with the Police Chief to review his progress completing the objectives in his annual performance plan

#### B. Prepare priority policies for the effective management of the police service

**Owner: Governance Committee**

Using a process established in 2016, the Board will spend 2017 drafting and adopting policies for the effective management of the Winnipeg Police Service. For each policy, the Board conducts research, consults the Winnipeg Police Service and solicits public input on the draft policy. The Board has identified the following policy areas as priorities that will be addressed in 2017:

- Use of Force
- Policing ethics and core values
- High speed pursuits
- Evidence control
- Vulnerable persons
- Victims' assistance

**Action Items:**

- Draft and adopt policies for each of the priority areas listed above

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

#### A. Improve communication and engagement with citizens

**Owner: Committee of the Whole**

Each year, the Board has increased the information it shares with the public and made that information easier to access. In 2017, the Board will refine its communications strategy to make its communications materials more relevant to citizens and help them understand why the Board's work matters to them.

**Action Items:**

- Leverage expertise within the City of Winnipeg to improve the Board's communications strategy
- Refine the Board's reports and publications to better resonate with community partners

#### B. Improve communication and engagement with government stakeholders

**Owner: Committee of the Whole**

In 2017, the Board will improve how and how often it communicates with City Councillors, the Mayor and the Minister of Justice. The Board will consult with each of these stakeholders to better understand their needs and tailor the Board's communications accordingly.

**Action Items:**

- Reach out to government stakeholders
- Develop a strategy to strengthen relationships with and information provided to these stakeholders

#### C. Improve the level of public participation in the Board's consultation process

**Owner: Strategic Planning Steering Committee**

Since the Board held its first community consultation meetings in 2014, the Board has made modest improvements to its consultation process each year in order to make it more convenient for citizens to participate. The amount of advertising and promotion the Board has done for its consultation meetings has declined since 2014, as have the number of attendees at consultation meetings. In 2017, the Board intends to develop a new format to its annual consultation meetings to make the meetings more relevant to citizens and to draw more attendees.

**Action Items:**

- Develop a new strategy for the Board's consultation process that adopts best practices for public engagement
- Host a minimum of three consultation meetings in 2017 that implement the Board's new consultation strategy

#### D. 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 spent 2016 getting its bearings and providing the Board with advice on how to reflect the needs, values and expectations of Winnipeg's Indigenous communities in the Board's policy on Bias-Free Policing and in

the Board's recruitment and interview process for the new Police Chief. In 2017, the Board will provide logistical support and guidance to the Council so it can produce further suggestions and recommendations for the Board, and assist the Board in better engaging with Indigenous communities.

***Action Items:***

- Provide the Council with administrative support
- Update the Council on Board initiatives in a way that facilitates the Council studying them and providing its advice
- Invite the Council to actively participate in the Board's community consultation process

**E. Champion finding efficiencies through innovation in the WPS**

***Owner: Budget and Finance Committee***

Since it was established, the Budget and Finance Committee has studied operational reviews, financial reports, overtime analyses and other documents that captured past performance and trends within the Winnipeg Police Service. For 2017, the Committee will look ahead at opportunities to improve Service efficiency, engaging with the Service and monitoring its progress through the Service's own annual business plan.

***Action Items:***

- Use the Service's 2017 Business Plan to monitor how resources are used in support of goals and objectives in the 2015-2019 Strategic Plan
- Twice per year, review the strategic plan and business plan to determine if there are emerging priorities or gaps that need to be addressed in the 2018 Strategic Plan Update
- Track and report on the value of efficiencies realized in 2017
- Initiate preparation and review of the mill rate savings options for the Service's 2018 operating budget before the City process is initiated to allow more time to identify potential savings