



2018 **COMMUNICATION PLAN**

OVERVIEW

This document outlines the Winnipeg Police Board's plan for communicating and engaging with its stakeholders. For 2018, a top priority for the Board is improving how and how often the Board communicates with the public. The Board will make it more convenient for the public to provide input on the Board's strategic priorities for the Winnipeg Police Service. The Board will devote further staff time and resources to realizing these priorities.

Aside from this redoubling of effort, the objectives, messages and strategies of this communication plan are substantially similar to the Board's 2017 plan.

OBJECTIVES

In 2018, the Winnipeg Police Board's communications should:

- Promote public awareness of the "difference" the Board makes by incorporating civilian perspectives and priorities into the strategic direction of the Winnipeg Police Service
- Promote public awareness of the Board and its mandate
- Explain to the public and stakeholders how the Board's work is relevant to their interests
- Dispel misconceptions about the Board and confusion about its mandate compared to those of other public safety and oversight bodies
- Encourage citizens and stakeholders to engage with the Board

KEY MESSAGES

In 2018, Board communications will build awareness of the following key messages in order to promote public understanding of the Board's mandate:

- The Winnipeg Police Board strives to be the voice of the public to the Winnipeg Police Service through the Chief of Police
- The Board listens to the community to understand what it needs, values and expects from police
- The Board uses that input to monitor and set strategic priorities for the Winnipeg Police Service. The Board is distinct from but works closely with the Winnipeg Police Service and the City of Winnipeg

NATURE AND MEANS OF COMMUNICATION

The Board may use the following means to communicate with the public and stakeholders:

- The Winnipeg Police Board website for general information and for an ongoing survey
- Board meetings, including agendas and minutes on the City of Winnipeg's Decision-Making Information System
- Update communications materials
- Advertising
- News releases
- Targeted outreach- Community and non-government organizations as well as business leaders
- Quarterly newsletters – late 2018
- Focus groups made up of various community representatives

The Board is making two notable changes to its communication plan for 2018. First, for 2018, communication with stakeholders will be a higher priority for the organization and will involve all Board members. The Board will devote more effort and resources to its communications. The Board is making extensive updates to its website and developing new communication materials.

Secondly, the Board will change the structure of its consultation meetings. As opposed to meetings that are composed of presentations from the Board and roundtable discussions with facilitators, the Board will continue its procedures for accepting delegations at its regular meetings and try several engagement techniques that have been successful for the City in seeking public feedback on Our Winnipeg.

Regular Board meetings take place during the day at City Hall; the Board plans to attend public meetings and events at locations throughout the city to make interaction more convenient for members of the public. The Board hopes to encourage more representation from local community organizations that work directly with the public and are knowledgeable of local community safety issues.

The Board will supplement consultation meetings with other methods for engaging the public so that community members can continue to choose from different options to suit their interest and availability. The input collected from self-selecting community members will be combined with the results of the Police Service's biennial citizen survey, which polls a representative sample of Winnipeg residents at random.

STRATEGIES

As the Board seeks to improve its communications capacity and the effectiveness of its communications with the public and stakeholders in 2018, it will adopt the following strategies:

- Reinvest time and resources the Board spent on monthly reporting from committees on higher-impact communications initiatives that make it easier for the public to understand the Board's activities and feel they are relevant
- More regularly provide information on the Board's activities to community and government stakeholders, in formats they find useful and convenient
- Continue improving the Board's website to have more useful content and make the site easier for visitors to navigate
- Provide greater clarity to citizens on the Board's role with respect to Police Service complaints, making it easier to understand which organization or oversight body has the right mandate to address citizens' concerns and facilitate contact with those organizations
- Implement a new structure for the Board's community consultation process that citizens will find more valuable and convenient
- Go out into the community more often, at times and locations that make it more convenient for community members to connect with the Board and to appear before the Board as delegations

APPENDIX

The following components of the Winnipeg Police Board's 2018 Communication Plan are substantially similar to the 2017 Communication Plan. Any changes have been explained in the above sections. This is consistent with the Board's decision to produce more streamlined communication plans to make the 2018 Communication Plan a more convenient and useful tool for the Board.

1. 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	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.
Communications that are ineffective	The Board needs to promote awareness of its existence and mandate. Misconceptions about the Board's mandate may undermine the Board's ability to engage with the public, earn public trust, and manage public expectations. The Board will work toward mitigating this risk by improving information about its mandate.
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 reassure residents that their input has been heard by: <ul style="list-style-type: none">• Publishing a summary of the feedback received during public consultations• Welcoming public presentations on matters related to the Board's mandate at the Board's regular meetings• Reporting on and creating strategic planning documents that specifically acknowledges community input received during consultations
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).

2. Audiences

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

- Residents of Winnipeg
- Members of the Winnipeg Police Service
- Elected civic, provincial and federal officials and administration
- Manitoba Police Commission
- 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

3. Audience Needs

It should be noted here that for 2018, there are many commonalities in the information and engagement needs of each audience. Since civilian governance of police is still relatively new to Manitoba and Winnipeg, each audience needs to be able to access information about:

- The Board's scope and mandate
- The Board's operations and activities
- How to engage with the Board

The table on the next two pages indicates the knowledge base and needs of each of the Board's target audiences.

Target Audience	Existing Knowledge <i>(on policing, public safety, crime prevention, civilian oversight)</i>	Information and Engagement Needs
Residents	Varies significantly by individual and is dependent on direct need for services	<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 • 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
Elected civic, provincial and federal officials and administration	High familiarity with issues related to policing, public safety, crime prevention; for City Councillors, 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 member 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 • Understanding of strategic objectives

Target Audience	Existing Knowledge <i>(on policing, public safety, crime prevention, civilian oversight)</i>	Information and Engagement Needs
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 • Understanding of strategic objectives
Local media	Varies; for journalists reporting on City Hall, crime and public safety, knowledge typically exceeds that of the general public	<ul style="list-style-type: none"> • Accessible information about the Board’s scope and mandate • 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	<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

4. 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 2018, 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 Secretary to the Board. 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 2018.

Community consultation meetings: The Board will attend public forums and may hold up to two meetings in 2018 which all community members and organizations are invited to attend. The locations will be selected with convenience for community members being a priority in the selection. Opinions and concerns are noted by board members and staff in attendance and incorporated into monitoring and planning strategies.

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. A survey will be posted that visitors to the website can participate in as well.

5. Delivering Board Messages

The Board requires an advertising plan that outlines the means by which it will deliver its messages. The timing of when this plan is implemented is partly dependent on when the Board holds its 2018 public consultation meetings, as a key function of any paid advertising 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.

Duration: Advertising campaign could focus on sharing results of the strategic plan and informing the next iteration of the strategic plan. 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 increase attendance at its public meetings, invite more electronic submissions and more visitors to the Board's website.

Recommended Advertising Activities:

- Update content on the Board's website to reflect the current cycle of public consultation
- Update the Board's website to contain information on the dates and locations of the Board's public meetings
- Upload the Board's strategic plan and environmental scan to the website for public review
- 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 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
- Submit information on the Board's consultation meetings to the City's Office of Public Engagement for inclusion in its regular newsletter
- Run any paid advertisements promoting the Board and its public consultation meetings
- Ask the Winnipeg Police Service and City of Winnipeg to promote the public consultation meetings to Twitter followers
- Have the Board Chair and/or the Chief of Police appear on local television and/or radio shows to promote 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
- Issue a summary of the feedback received as part of the public consultation process for the strategic plan update

6. Criteria for issuing news releases

The Board has developed the following criteria to determine when news releases shall be issued:

- The news release must be related to a significant accomplishment that:
 - o Pertains to the publication of a public document or report that is a unique, stand-alone release or is a regular publication that the Board releases on, at most, an annual basis; or
 - o 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
 - o Formalizes a partnership with a community organization or government agency which has consented to the issuing of a media release; and
 - o Involved the participation of at least four Board members; and
 - o 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:
 - o The Board has identified a significant risk to public confidence and trust in the Board and/or the Winnipeg Police Service; and
 - o The issue which the Board seeks to address relates directly to some aspect of its mandate; and
 - o The Board needs to address an oversight or misrepresentation of the Board and its activities in the media; or
 - o 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 may 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:
 - o Initiates a project that has considerable value to the public, or
 - o Establishes a best practice for police governance, or
 - o Enhances the Board’s capacity to fulfill its mandate, or
 - o 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

7. Required Resources

For 2018, the Board plans to use the resources it devotes to consultation meetings more strategically by selecting venues and meeting formats that make it more convenient for citizens to participate in the consultation process. With regard to the Board’s staff resources, plans to streamline its internal reporting systems and to re-prioritize some committee tasks to enable Board staff to place greater focus on supporting Board communication with stakeholders.

