



2019 **COMMUNICATION PLAN**





OVERVIEW

This document outlines the Winnipeg Police Board's plan for communicating and connecting with its stakeholders. For 2019, a priority for the Board is to carry out meaningful and inclusive consultations to confirm the vision, mission and strategic objectives of the Winnipeg Police Board and Winnipeg Police Service. The Board's goal is to make it easier for the public to contribute to establishing the Board's strategic priorities for the Winnipeg Police Service.

OBJECTIVES

In 2019, the Winnipeg Police Board's communications will:

- Promote an understanding of civilian police governance, the Board and its mandate
- Encourage citizens and stakeholders to connect with the Board to inform the strategic plan
- Incorporate civilian perspectives and priorities into the strategic direction of the Winnipeg Police Service

STRATEGIES

The Board seeks to improve its communications capacity and the effectiveness of its communications with the public and stakeholders in 2019 using the following strategies:

- Continue improving the Board's website to have more useful content and make the site easier for visitors to navigate
- Continue to go into the community more often, at times and locations that make it more convenient for community members to connect with the Board
- Conduct focus groups to elicit input on specific issues identified through the biennial survey conducted by the WPS

KEY MESSAGES

In 2019, Board communications will focus on the following key messages in order to promote public understanding of the Board's mandate:

- The Board listens to the community to confirm needs, values and expectations about public safety.
- The Board includes public input to set strategic priorities for the Winnipeg Police Service.



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 gathering input on the issues affecting their community
- Board meetings, including agendas and minutes on the City of Winnipeg's Decision-Making Information System
- Update communications materials such as the board pamphlet
- Twitter – monitor followers and reach
- News releases
- Targeted outreach-Community and non-government organizations as well as business leaders through their currently scheduled meetings
- Focus groups

In 2019, communication with stakeholders will continue to be a high priority for the Board.

The Board will continue to deliver presentations on the mandate of the board to community organizations and its procedures for accepting delegations at its regular public meetings will not change. Regular Board meetings take place during the day at City Hall and the Board plans to attend public meetings and events at locations throughout the city in the evening to make interaction more convenient for the public.

The Board will supplement consultation meetings with other methods for engaging the public such as pop up events. Flexible approaches allow community members to choose from different options to suit their interest and availability. The input collected from self-selecting community members, along with the results of the Police Service's biennial citizen survey, which polls a representative sample of Winnipeg residents, will be used to inform the board.



APPENDIX

The following actions are consistent with the Board's decision to make the 2019 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 this communication plan. They are identified and evaluated in the table below.

| Risk | Evaluation |
|---|---|
| Low levels of public engagement and participation | Provide residents with multiple venues and platforms for giving input. |
| Communications that are ineffective | Monitor reach – web hits, followers, public contact and feedback from public. |
| 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 on public safety priorities. 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 and inviting public presentations on matters related to the Board's mandate at the Board's public meetings |
| Inadequate or ineffective communications on critical issues could diminish public confidence and trust in the Board and the Winnipeg Police 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 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

We note that for 2019, there are many commonalities in the information and engagement needs of each audience. 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 following 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 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 |
| 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 | <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 • Relevant partnerships and presentations are welcomed • Opportunities to contact 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 connection, the Board will provide opportunities and venues for community members to offer input on priorities for public safety, law enforcement, and crime prevention. For 2019, it will focus on two 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.

Community consultation meetings: The Board will attend public forums and may hold up to 2 meetings in 2019 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 has been posted that visitors to the website can participate in as well.

5. Delivering Board Messages

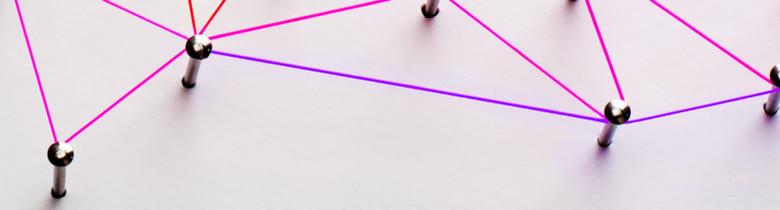
The Board requires an advertising plan that outlines how it will deliver its messages. The timing of when this plan is implemented is partly dependent on when the Board holds its 2019 public consultation meetings because a key function of paid advertising will be to encourage the public to attend open meetings.

Advertising Plan

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

Duration: Advertising campaign will focus on sharing key 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 citizen attendance at its public meetings, invite more electronic submissions, and increase the number of visitors to the Board's website.



Recommended Advertising Activities:

- 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 meetings
- Upload the Board's strategic plan and environmental scan to the websites 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 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
- Submit information on the Board's consultation meetings to the City's Office of Public Engagement for inclusion in its regular newsletter
- Run 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
- Issue a media release commenting on the conclusion of the public consultation meetings and notifying the public of the deadline for online submissions
- Post a summary of the feedback received as part of the public consultation process for the strategic plan update on the board's webpage.

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:
 - 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,
 - 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:
 - 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 a 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
- 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;

7. Required Resources

For 2019, 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.



