

Winnipeg  Police Board

2021

**COMMUNICATION PLAN**

## OVERVIEW

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*Due to the COVID-19 pandemic of 2020, many of the strategies of the communication plan for that year were cancelled or postponed as a result of the self-isolation and physical distancing measures put in place by the City, the Province and the Federal Government. As the Province began the reopening phases, it was unknown when groups of more than 50 people could gather inside for community events. As of October 2020, no more than 10 persons could gather in an indoor environment. The communication plan for the Board for 2021 is unchanged from 2020 and the goal is still to meet with the public to get their feedback on the priorities for policing in Winnipeg.*

The Winnipeg Police Board's (Board) goal is to provide more opportunities for the public to contribute to the Board's strategic priorities for the Winnipeg Police Service (Service). The Board would like to engage in meaningful and inclusive consultations to confirm the vision, mission and strategic objectives of the Board and Service. This communication plan outlines the Board's plan for communicating and connecting with its stakeholders in 2021.

## OBJECTIVES

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In 2021, the 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 updates
- Incorporate citizen perspectives and priorities into the strategic directions of the Service

## STRATEGIES

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The Board seeks to improve its communications capacity and the effectiveness of its communications with the public and stakeholders in 2021 using the following strategies:

- Continue improving the Board's website, adding new surveys so that citizens have the opportunity to provide feedback throughout the year
- Continue to go into the community to meet with citizens to listen to their ideas on public safety and to start a conversation with the Board
- Conduct pop up events to get input on specific questions in an informal setting
- Encourage Board members to suggest organizations that they personally would be willing to present to, and use their personal networks to promote the Board's consultation efforts
- Promote the Board Chair and Secretary to the Board to deliver public presentations when authorized by the Board
- Invite community organizations and groups to partner with the Board to host community forums
- Encourage citizens to attend the public board meetings and provide written submissions

## KEY MESSAGES

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In 2021, Board communications will continue to focus on two 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 Service.

## NATURE AND MEANS OF COMMUNICATION

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

- The Board website for general information and for gathering input on the issues affecting our community
- Board meetings, including agendas and minutes on the City of Winnipeg's Decision-Making Information System
- Twitter – monitor followers and reach
- News releases
- Targeted outreach – Community and non-government organizations as well as business leaders through their currently scheduled meetings
- Partner with community groups to coordinate events in their areas of the city
- Pop up events

In 2021, communication will continue to be a high priority for the organization.

The Board will continue to deliver presentations on its mandate to community organizations. Procedures for accepting delegations at 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 convenient for the public.

The Board will supplement consultation meetings with other methods for engaging the public such as pop up events that may include hosting a pit stop for Winnipeg Bike Week, coffee talks at various coffee shops or an informal set up at community events. Flexible approaches allow community members to choose from different options to suit their interest and availability.

The input collected from all events with community members, will be used to inform the Board on citizen priorities and concerns.

## APPENDIX

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The following actions are consistent with the Board's decision to make the 2021 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 following.

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"><li>• Publishing a summary of the feedback received during public consultations</li><li>• Welcoming and inviting public presentations on matters related to the Board's mandate at the Board's public meetings</li></ul>
Inadequate or ineffective communications on critical issues could diminish public confidence and trust in the Board and 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 toward the following audiences:

- Residents of Winnipeg
- Members of the 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

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 (on policing, public safety, crime prevention, civilian oversight)	Information and Engagement Needs
Residents	Varies significantly by individual and is dependent on direct need for services	<ul style="list-style-type: none"> <li>• Accessible information about the Board’s scope, mandate, operations and activities</li> <li>• Information on how to contact the Board</li> <li>• Encouragement to connect with the Board and/or attend meetings</li> <li>• Public consultation meetings at convenient times and locations</li> <li>• Information on the environment for policing in Winnipeg and opportunities and challenges for the Service, sufficient to enable informed and meaningful engagement</li> </ul>
Members of the Service	Experts on policing, public safety, crime prevention; knowledge of Board and civilian governance function varies depending on the member and position in the organization	<ul style="list-style-type: none"> <li>• Accessible information about the Board’s scope, mandate, operations and activities</li> <li>• Understanding of strategic objectives</li> </ul>
Winnipeg Police Service Executive	High	<ul style="list-style-type: none"> <li>• Timely information about the Board’s operations and activities</li> <li>• Timely information about the Board’s plans, particularly where they have resource or reporting implications for the Service</li> </ul>
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"> <li>• Orientation to the Board and its mandate</li> <li>• Accessible information about Board operations and activities</li> <li>• Accessible information on the Board’s role in submitting budget estimates for the Service</li> <li>• Accessible information on how the City of Winnipeg and the Board interact</li> </ul>
Manitoba Police Commission	High	<ul style="list-style-type: none"> <li>• Timely information about the Board’s operations and activities</li> </ul>

Target Audience	Existing Knowledge (on policing, public safety, crime prevention, civilian oversight)	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"> <li>• Accessible information about the Board’s scope, mandate, operations and activities</li> <li>• Information on how to contact the Board</li> <li>• Encouragement to reach out to the Board</li> <li>• Understanding of strategic objectives</li> </ul>
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"> <li>• Accessible information about the Board’s scope and mandate</li> <li>• Accessible information about Board operations and activities, with interest in a level of detail that likely exceeds the needs of other community audiences</li> <li>• Access to Board spokesperson(s) for questions, interviews on agreed upon Board positions</li> </ul>
Community organizations and government agencies with mandates related to community safety, crime prevention and criminal justice	Varies by organization and agency depending on its size and mandate	<ul style="list-style-type: none"> <li>• Accessible information about the Board’s scope, mandate, operations and activities</li> <li>• Information on how to contact the Board</li> <li>• Encouragement to engage with the Board and/or attend meetings</li> <li>• Relevant partnerships and presentations are welcomed</li> <li>• Opportunities to contact the Board by phone or electronically</li> </ul>
School boards	Varies, with low level of awareness of the Board and its civilian governance function	<ul style="list-style-type: none"> <li>• Accessible information about the Board’s scope, mandate, operations and activities</li> <li>• Information on how to contact the Board</li> <li>• Encouragement to reach out to the Board</li> </ul>
Business community	Varies, with low level of awareness of the Board and its civilian governance function	<ul style="list-style-type: none"> <li>• Accessible information about the Board’s scope, mandate, operations and activities</li> <li>• Information on how to contact the Board</li> <li>• Encouragement to reach out to the Board</li> </ul>

#### 4. Eliciting Community Input and Connection

The Board will provide opportunities and events for community members to offer input on priorities for public safety, law enforcement, and crime prevention. The Board will focus on planning events that community members may use to give the Board feedback and will take steps to promote awareness of these events.

**Regular meetings of the Board:** The Board holds regular public meetings throughout the year, and these meetings are livestreamed for viewing via the City of Winnipeg website. The Board encourages community members and organizations who would like to attend a meeting as a delegation 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 plans to attend public forums and may arrange up to 2 meetings in 2021 which all community members and organizations are invited to attend. The locations will be selected with convenience for community members considered. 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 offers visitors an online form that may be used to contact the Board. Queries or comments made using this form are directed to Board staff and prompt replies are provided. The Board's e-mail address for general inquiries is [wpb@winnipeg.ca](mailto:wpb@winnipeg.ca). Surveys are posted that visitors to the website can participate in.



## 5. Delivering Board Messages

How and when the Board delivers its messages through an advertising plan is partly dependent on when the Board holds its 2021 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 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 through paid advertisements.

**Advertising Goal:** The Board's goal is to increase 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
- Run paid advertisements promoting the Board and its public consultation meetings
- Ask the 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:
  - o 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,
  - 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 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 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 Service and its activities or operations in the media and has consulted with the 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 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 2021, the Board plans to use resources to select venues and meeting formats that make it more convenient for citizens to participate in the consultation process.







