



Winnipeg Police Board Effectiveness Evaluation

December 2022

Independent Report

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To the members of the Winnipeg Police Board:

Thank you for the opportunity to perform the 2022 Effectiveness Evaluation.

This evaluation would normally be conducted by the City of Winnipeg Audit Department. A senior member of the Audit department was previously employed by the Winnipeg Police Service and created reports which were provided to the Winnipeg Police Board. In order to avoid any perception of conflict of interest, the Audit Department determined that it is appropriate to provide a conflict time frame of 5 years (2020-2025) before agreeing to conduct the evaluation.

Although this is not a legal function that would normally be performed by the City of Winnipeg Legal Services department, I agreed to conduct the review and prepare this report to assist the Board. The contents of this report, including the opinions expressed and any mistakes, are my sole responsibility.

I have conducted the evaluation independently, and without involvement of the Audit Department. The Terms of Reference for the evaluation are attached as appendix 3 to this report.

The evaluation consisted of administering the Board's evaluation questionnaires (appendix 1) as well as the Board's compliance checklist (Appendix 2). The report provides some further details with respect to the observations made in course of this review.

This evaluation is limited to providing observations on procedures selected by the Board.

Overall the Board has carried out its responsibilities well and is meeting its legislated mandate. There is a high degree of commitment and understanding of the role of the Board by Board members, policies and procedures are in place to support the work of the Board, and Board staff are knowledgeable and dedicated to assisting the Board in achieving its goals and objectives.

This report includes comments from stakeholders, both positive and negative, and suggests areas where the Board could look to improve. While all of this input is useful, it is important when looking at those comments to keep in mind the Board must operate within the existing legislative framework. While it is important to include those comments to reflect the views of the various stakeholders, it is not the purpose of this evaluation to assess the existing legislative framework.

I would thank everyone who participated in the evaluation by providing responses to the survey questions. I would also thank the Secretary of the Board and the Board Administrator for assistance in providing information and answering my questions.

This report is intended to assist the Board in fulfilling its mandate. It is not intended to be considered an audit or legal opinion and should not be used for those purposes.

Sincerely,



Doug Brown
Director of Legal Services

January 4, 2023

Date

1. Background

The Winnipeg Police Board (the “Board”) derives its authority from Manitoba legislation, *The Police Services Act* (“the Act”) and the Winnipeg Police Board By-law (“the Board By-law”). The Board operates to improve transparency and accountability in policing. The Board establishes priorities and objectives for the Winnipeg Police Service. The goal of the Board is to strengthen the connection and understanding between the police and the community.

The purpose of this evaluation is to demonstrate the Board’s compliance with the Manitoba Police Commission’s Manitoba Police Board Police and Procedure Manual (“the MPC Manual”) and suggest aspects of the Board’s operations that may be improved as a result of the evaluation.

Section 35(1) The Act requires the Board to operate in accordance with the policy and procedures manual developed for police boards by the Manitoba Police Commission (“MPC”).

The procedure for a police board to follow to conduct an effectiveness evaluation is set out in Chapter 3.9 of the MPC Manual and subsections 50(1) to 54(5) of the Winnipeg Police Board’s *Rules of Practice and Procedure* (the “Effectiveness Evaluation rules”).

The Board approved the terms of reference for its 2022 Effectiveness Evaluation in its September 16, 2022 meeting. The Board engaged the City Solicitor (referred to as “Chief Performance Officer” in the Effectiveness Evaluation rules) to perform the evaluation.

1.1 The Effectiveness Evaluation

The procedures for the evaluation were determined by the Board, and the sufficiency of the procedures to meet the intent of the evaluation is the responsibility of the Board. It was the role of the City Solicitor to carry out the directions of the Board. It was not the role of the City Solicitor to assess or comment on the content or sufficiency of the procedures used for the evaluation.

This report is intended solely for the Board’s purposes as defined by the terms. This report is not intended to be, and should not be, used for any other purpose.

1.2 Independence of the City Solicitor

The City Solicitor is employed by the City of Winnipeg and reports to the Chief Administrative Officer. The City Solicitor is a member of the Public Service and not a statutory officer in the City of Winnipeg Charter.

While Legal Services may periodically have contact with staff on the Winnipeg Police Board, the Board has no input or influence on the work of the City Solicitor.

In the event that further assurance of independence is desired by the Board, the Board may request a qualified, independent review of the City Solicitor’s work at the Board’s expense.

2. Roles and Responsibilities

The Board approved terms of engagement and the following roles related to this Evaluation Review:

2.1 The Board

The Board determined the procedures to be completed for the evaluation. The terms require that all Board members participate in the effectiveness evaluation. Board staff provide the compliance checklist and the documents and support demonstrating compliance with the checklist to the City Solicitor.

2.2 Budget and Risk Management Committee

The Budget and Risk Management Committee ("BRM Committee") ensures the evaluation is conducted in accordance with Chapter 3.9 of the MPC Manual. The process consists of a project plan, evaluation questionnaires, and a compliance checklist. The Board staff provide the questionnaires for the evaluation to the City Solicitor.

2.3 The City Solicitor

The City Solicitor's roles and responsibilities for the evaluation are:

- Complete the evaluation according to the Board's terms
- Administer the evaluation questionnaire to the Board and key stakeholders identified by the Board staff, collect and analyze the results, and report on the findings.
- Review support compiled by Board staff to assess the Board's fulfillment of its responsibilities as listed in the Board's compliance checklist.
- Respect the confidentiality of survey respondents by not attributing specific responses or comments to the individuals who made them.
- Prepare a report.

3. Methodology

The 2022 Effectiveness Evaluation consists of questionnaires completed by the Board and key stakeholders, and observation of evidence supporting the Board's compliance checklist. The methodology, observations and conclusions on these items are discussed below:

3.1 Questionnaires

The Board considers the questionnaires to the appropriate indicators of effectiveness. The BRM committee developed the form and methodology of the questionnaires based on a template created by the Canadian Police College, guidance from Chapter 3.9 of the MPC Manual (Section 3.9) as well as consultations with the City Auditor during previous evaluations.

The Board's Terms of Reference for the evaluation require the participation of all Board members in the evaluation. The Board's staff applied criteria set by the Board, selected the key external stakeholders, and provided the City Solicitor with the list of all the participants and their contact information. The Board members did review the names of the key external stakeholders supplied by the Board staff to the City Solicitor.

The Board required its members to answer one comprehensive questionnaire covering all evaluation areas. The key stakeholders were asked to respond to selected questions from the comprehensive questionnaire that were relevant to each participant. Participation in the questionnaire was optional for invited stakeholders.

3.1.1 Collection of Data

The City Solicitor collected responses through a web-based survey. This provided a convenient response tool to participants and allowed for an accurate and efficient summary mechanism for the data that met the requirements of the terms of reference.

The survey was distributed on October 31, 2022 with a requested response date of November 16, 2022.

3.1.2 Response Rates and Reliability

The Board has seven members. Board staff invited an additional 13 stakeholders to respond to the questionnaires. Three of seven Board members responded and 9 of 20 total participants responded. Based on criteria used in past surveys, a response rate above 70% is generally accepted as an indicator of reliable data for observation and analysis, even for small populations.

The timing of the survey was during the 2022 City election campaign which may have led to a lower than ideal response rate. It is recommended that future evaluations be conducted in non-election years, or earlier in the calendar year prior to a civic election.

3.1.3 Rating System

A four-point rating system was provided by the Board and used in both the questionnaire and this report:

4	Strongly Agree
3	Agree
2	Disagree
1	Strongly Disagree

Part 4 of this report provides the overall rating by all evaluation participants for each of the topics included in the evaluation. In addition, in some cases participants provided additional comments which are included. Where appropriate to provide additional context, observations of the City Solicitor are included in the report.

For some topics there were a large range of responses, suggesting areas of disagreement amongst the participants. These present opportunities for the Board to review and engage in dialogue in order to build cohesiveness and understanding both within the Board, and with the various stakeholder groups.

Appendix 1 is the full list of questions asked. When question has been repeated in the list when it was asked of more than one stakeholder group. Each question in the list includes the weighted average result for a particular stakeholder group. The groups are not identified in order to protect the anonymity of the respondents.

Where the same question has been used for multiple groups, the overall average score for all stakeholder groups is set out in Part 4 of this report.

3.1.4 Qualitative Considerations

- The questionnaire results were aggregated for all stakeholders to maintain anonymity.
- Participants were able to add detailed comments for each survey topic. In some situations, the comments were edited for clarity and to maintain the confidentiality of each respondent. This was done without changing the positive or negative meaning of the comment.

3.2 Compliance Checklist

The Board considers the compliance checklist an appropriate indicator of its effectiveness.

The BRM Committee developed its compliance checklist from the following documents:

- *The Police Services Act*
- The Manitoba Police Boards: Policy and Procedure from the Manitoba Police Commission
- The Board's Rules of Practice and Procedure
- City of Winnipeg By-laws.

Board staff provided evidence supporting compliance with the checklist items through:

- Documents compiled by Board staff
- Discussions with City Solicitor
- Survey questionnaire results.

4. Observations and Analysis of the Evaluation Questionnaire

What follows are observations on each of the evaluation topics based on the responses to the questionnaire.

The average overall scores are the average for all responses for that topic entered by questionnaire participants.

This includes Board members and other stakeholders who responded to the questionnaire. In some cases a participant chose not to answer a question, those non-responses have not been included.

4.1 Board Competencies and Performance Areas

Overall Average Score: 2.57

Topic Summary

As this topic represents a wide range of questions involving the operations of the Board, there were a variety of scores recorded.

The Board itself assessed its knowledge of its roles, responsibilities and mission favorably, with slightly lower scores (still in the neutral or slightly positive range) on questions involving Members devoting time to and participation at meetings.

There were lower scores recorded by some stakeholders outside of the Board members, including some average scores in the disagree and strongly disagree category. These questions mostly involved views on communications between the Board, the wider community and the Police Service. There were also a portion of the stakeholder group that strongly disagreed that the Board has a clear mission and direction. This suggests an opportunity for the Board to consider ways to strengthen connections with the community.

While the responses relating to communications and engagement of the Board with various stakeholders is an important part of this evaluation, this topic also lends itself to receiving comments related to the legislative framework the Board must operate in. That framework is outside the scope of this report.

Respondent Commentary and Feedback:

Some board members could be more engaged and participatory in conversation.

View there is a conflict when a member of Council also Chairs the Board, cannot execute duties when ultimately answerable to Mayor. Puts both structures in conflict.

Perception of a level of bureaucracy when Board Chair is a City Councillor.

It is critical for the board to act independently and non-partisan.

Board met all legislated requirements.

Skills and knowledge pertinent to the Board's work should be considered as part of the appointment process.

Recommend questions provide a "don't know" option as "N/A" is not always appropriate.

Board highly ineffective, has not had sufficient public meetings. Wholesale change is needed. Mayor on Board is a good start.

4.2 Board Conduct and Cooperation

Overall average score: 3.29

Topic Summary

All of the scores under this topic were in agree to strongly agree range.

There were positive responses with respect to Board members understanding conduct rules, conflict of interest policies, Freedom of Information and Protection of Privacy Act, sharing and communicating of information. There was an overall high level of mutual respect and trust amongst the Board members.

The responses also reflect the fact the Board operates as a committee of the whole and does not rely or use subcommittees. While Board responses to using this approach are favorable, at times there can be efficiencies achieved through the use of subcommittees. A subcommittee with a clear mandate and deliverables can assist the Board in its decision making. The use of subcommittees can also more directly draw from the expertise of specific Members.

While the use of subcommittees is not always appropriate, it should remain a consideration to be used by the Board in the appropriate circumstances.

Respondent Commentary and Feedback:

As a smaller group Board generally operates as a committee of the whole.

Operating as a committee of the whole has been most effective for the Board.

4.3 Meetings

Overall average score: 3.56

Topic Summary

All scores in the evaluation were in the agree to strongly agree range.

There strong agreement that the Board understands the roles and responsibilities of each of the Chair and Board members. There were positive scores entered with respect to the information and materials provided at meetings, as well as tracking of follow up and action items.

Although not reflected in the questions directly, the comment below notes the challenges Boards face with the use of technology and remote meetings. The Board should consider whether new (or amended) procedural rules are required in the event the Board intends to continue the use of remote access to meetings.

Respondent Commentary and Feedback:

At times meetings are disorganized as members talk over one another when using video. Utilizing video meetings is effective is meetings are run effectively. At times there seems to be a lack of structure and order at meetings.

All participants need to be either in person or on video to have effective meetings.

4.4 Board Training and Capacity

Overall average score: 3.29

Topic Summary

Responses to seven of the eight questions under this topic were in the agree to strongly agree range. This included agreement Board members have opportunities for training, and additional training if needed. Board members agreed there is an understanding of working conditions as well as workloads and working conditions.

One score that averaged less than “agree” was on the question whether board members devote enough time to their roles in meetings, committees and informally. While the average score for this question was close to agree (2.67 average), there may be an opportunity for the Board to discuss and reaffirm what time commitments and expectations are required from Board members.

Respondent Commentary and Feedback:

- Training is sufficient and relevant.
- Executive Director takes time to understand out capacity and provides ongoing training.

4.5 Board-Chief Relationship

Overall average score: 3.36

Topic Summary

All of the scores under this topic were in the agree to strongly agree range. This includes questions related to the lines of communication between the Board and the Chief, as well as the sufficiency, clarity and timeliness of those communications.

The questions under this topic also agree to strongly agreed there was accountability and monitoring of the performance of the Chief.

Respondent Commentary and Feedback:

- Clearer communication between the Chief and the Board is needed to ensure needs, values and expectations are being met consistently.
- Board role is to manage the Chief, I feel we do that. Have not seen anything that causes concern.
- The relationship between the Board and the Chief insofar as performance and conflict is concerned is an employer/employee one so we are not privy to the details and not able to answer the questions.

4.6 Communication and Community Engagement

Overall average score: 3.30

Topic Summary

The scores reflect agreement that it is important for the Board to communicate and engage with the community, and that the Board act as a liaison between the community and the WPS.

Respondents also agreed the Board ensures community values and needs are reflected in policing priorities, objectives, programs and strategies.

Slightly lower scores (close to but below agree) were recorded on questions involving the public's recognition and understanding of the Board and its role. While the scores in this area are not significantly negative, and the Board does conduct public awareness activities, these responses suggest the Board could focus on developing strategies to improve public awareness of the role of the Board.

Respondent Commentary and Feedback:

- The past two years have been difficult for hosting in person community meetings. This is something we must be committed to improving as we emerge from the pandemic and see the increase in violent crimes.
- I believe the Chair is in conflict when the Chair is also a member of Council. There are times when Board information is strictly board information.
- We could do a much better job of communicating.
- It is unclear that the general public entirely understands the role and responsibilities of the police board. Any deficiency or gap in understanding is not the fault of the Board as communications are frequent and consistent.

4.7 Financial Management

Overall average score: 3.59

Topic Summary

The responses under this topic reflect agreement to strong agreement that the Board is fully engaged in all aspects of the budget process. This includes providing financial stewardship through the allocation of funds in a manner that supports the WPS.

There is also agreement that throughout the year the Board receives financial reports and information from the WPS in order to monitor financial matters.

One of the comments below suggests there may be an opportunity to further educate Board members on budgets and the budget process. While the scoring in the questionnaire does not suggest there is a deficiency in this area, pursuing opportunities for continuing education of Board members reflects best governance practices and should be considered.

Respondent Commentary and Feedback:

- The finance manager at WPS provides great oversight and explanation of current and emerging circumstances
- It is not clear to me if all Board members understand budgets
- The Board's ability to allocate funds to ensure strategic priorities can be met is limited by the overall budget approved by City Council.
- With expenditure management WPS is operating from a deficit position, which affects strategic priorities.
- The multi-year budget cycle does not allow for an alignment of dollars and priorities.

4.8 Policy Development

Overall average score: 3.04

Topic Summary

Respondents agreed with the statements that the Board establishes meaningful and effective policies for the management of WPS, creates and modifies those policies, and reviews policies for which significant risks have been identified.

The scores under this topic were no lower than slightly below agreed, and for some portions of the stakeholder groups rated those questions in the highly agreed category.

Respondent Commentary and Feedback:

- Was told policy development was not within the Board's purview
- The Board has strong direction from the Secretary to the Board and competently performs its policy role.

4.9 Restrictions on the Mandate

Overall average score: 3.91

Topic Summary

The questions under this topic largely focus on the Board's understanding and compliance with the limitations of its mandate. The most obvious examples are the inability of the Board to conduct police operations (the role of the WPS) as well as the provision of what dollars are provided for the WPS budget (which is the role of Council).

Responses strongly agreed the Board is aware of and works within its role and no concerns were expressed.

Respondent Commentary and Feedback:

- Based on my observations and interactions the Board is working within the limits of its role.

4.10 Risk Management

Overall average score: 3.41

Topic Summary

The Board manages risk for the WPS. This includes oversight of both identified and unforeseen risks to WPS operations. Carrying out of this function requires coordination and communication with the Police Chief.

All scores were in the agreed to highly agreed rating. No concerns were expressed.

Respondent Commentary and Feedback:

- Risk management is a current ongoing discussion.

4.11 Strategic Planning

Overall average score: 3.82

Topic Summary

Questions relating to the Board's strategic and business planning, as well monitoring implementation of the strategic plan, were in the agree and strongly agree range.

There was also strong agreement that that Board is consulting with the Police Chief when establishing priorities and objectives for the WPS, as well as when the Board believes corrective action is necessary.

Respondent Commentary and Feedback:

- More involvement from all board members, rather than just reviewing the final product.
- I believe the strategic plan needs to be revisited more often as the climate of crime and need for WPS interaction changes inconsistently.
- This responsibility is a collaboration between the Board and WPS. From observation of the information being provided to the board, the board is meeting all legislative requirements as well as being a liaison with the community.

5. Observations, Analysis, and Conclusion of the Board's Report Demonstrating Fulfillment of its Legislated Responsibilities

The documentation reviewed (as set out in the Compliance Checklist), interviews with Board staff, as well as the results of the questionnaire, demonstrate the Board has the foundations and systems in place to carry out its legislated responsibilities. The Board understands its roles and responsibilities, as well as an understanding of the limits of its role. The Board is meeting all legislative requirements.

As with any Board it is always important to look at areas where some additional focus may help promote continued good governance. The responses to the questionnaire suggest areas the Board may choose to focus on. These should not be viewed as deficiencies in the current operations of the Board:

- Board should consider strategies to strengthen communications with the community (Topic 4.1)
- Consider the use of subcommittees where appropriate (Topic 4.2)
- In the event the Board chooses to continue allowing remote access to Board meetings, consider whether amendments to existing procedure rules are needed (Topic 4.3)
- The Board should discuss and reaffirm what time commitments and expectations are required from Board members, including expectations for participation by Board members at meetings (Topics 4.1 & 4.4)
- Examine further strategies to increase public awareness of the role of the Board (Topic 4.6)
- Provide education to Board members on budgets and the budgeting process (Topic 4.7).

In conclusion, the Board is operating effectively and is meeting its legislated responsibilities.

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
	4.1 Board Core Competencies & Performance	
1.	The Board understands the WPS mission.	4.00
2.	The Board has implemented an adequate governance structure.	3.00
3.	The Board provides effective stewardship of the WPS.	3.00
4.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	3.33
5.	The Board understands its roles and responsibilities.	3.33
6.	The Board understands the roles and responsibilities of its staff.	4.00
7.	The Board understands the roles and responsibilities of the Chief of Police.	3.67
8.	The Board understands the roles and responsibilities of the WPS.	3.33
9.	The Board has an effective working relationship with the Chief of Police.	3.33
10.	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	3.33
11.	The Board has effective working relationships with City Council and its Standing Policy Committees.	2.33
12.	The Board has effective working relationships with the City of Winnipeg public service.	2.67
13.	The Board provides effective leadership for the Chief of Police.	3.67
14.	The Board provides effective leadership for the WPS.	3.33
15.	The Board Chair leads the Board effectively.	3.00
16.	Committees are effective.	3.00
17.	Board members act in the best interests of the WPS and the community, free of partisan political influence.	2.67
18.	The Board has a clear mission and direction.	3.67
19.	Board members are committed to the Board's mission and direction.	3.33
20.	Board members each contribute to the Board in making effective and informed decisions.	2.67
21.	The Board makes decisions in a timely manner.	3.33
22.	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	3.67
	4.4 Board training and Capacity	
23.	As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	3.00
24.	The Board provides orientation and training on its own policies and procedures.	3.67
25.	Additional relevant training is arranged for its members on an as-needed basis.	3.67
26.	Board members undertake any additional training provided by the Board and the Manitoba Police Commission.	3.33
27.	Before seeking appointment, I had sufficient information about the "working conditions" for Board members.	3.00
28.	Board workloads are reasonable.	3.67
29.	The Board manages its time efficiently.	3.33
30.	Board members devote enough time to their roles in meetings, committees and informally.	2.67
	4.2 Board Conduct and Cooperation	
31.	Board members are familiar with the Code of Ethical Conduct for Police Board Members.	3.33

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
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2.	The Board has implemented an adequate governance structure.	3.00
3.	The Board provides effective stewardship of the WPS.	3.00
4.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	3.33
5.	The Board understands its roles and responsibilities.	3.33
6.	The Board understands the roles and responsibilities of its staff.	4.00
7.	The Board understands the roles and responsibilities of the Chief of Police.	3.67
8.	The Board understands the roles and responsibilities of the WPS.	3.33
9.	The Board has an effective working relationship with the Chief of Police.	3.33
10.	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	3.33
11.	The Board has effective working relationships with City Council and its Standing Policy Committees.	2.33
12.	The Board has effective working relationships with the City of Winnipeg public service.	2.67
13.	The Board provides effective leadership for the Chief of Police.	3.67
14.	The Board provides effective leadership for the WPS.	3.33
15.	The Board Chair leads the Board effectively.	3.00
16.	Committees are effective.	3.00
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	4.4 Board training and Capacity	
23.	As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	3.00
24.	The Board provides orientation and training on its own policies and procedures.	3.67
25.	Additional relevant training is arranged for its members on an as-needed basis.	3.67
26.	Board members undertake any additional training provided by the Board and the Manitoba Police Commission.	3.33
27.	Before seeking appointment, I had sufficient information about the “working conditions” for Board members.	3.00
28.	Board workloads are reasonable.	3.67
29.	The Board manages its time efficiently.	3.33
30.	Board members devote enough time to their roles in meetings, committees and informally.	2.67
	4.2 Board Conduct and Cooperation	

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
31.	Board members are familiar with the Code of Ethical Conduct for Police Board Members.	3.33
32.	Board members abide by the Code of Ethical Conduct for Police Board Members.	3.33
33.	Board members are familiar with the content of the Conflict of Interest Policy.	3.00
34.	Board members abide by the Conflict of Interest Policy for Police Board Members.	3.00
35.	Board members keep confidential any information disclosed or discussed regarding the WPS, its staff, operations or administration that has not been disclosed or discussed at a regular Board meeting.	3.00
36.	Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	3.00
37.	Board members understand the sections of the Freedom of Information and Protection of Privacy Act that pertain to the Board and its activities.	3.33
38.	The Chair maintains communication with all Board members.	3.00
39.	Committees make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	3.00
40.	Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	3.00
41.	There is a climate of mutual respect and trust among Board members.	3.00
42.	Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.	3.67
43.	The Board cultivates a sense of group responsibility.	3.67
44.	Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.	4.00
45.	There is effective delegation to and reporting back between the Board and its committees.	4.00
	4.5 Board-Chief Relationship	
46.	The Board provides clear and consistent direction to the Police Chief.	3.33
47.	The Board monitors the Police Chief's performance.	3.67
48.	The Board holds the Police Chief to account for the Service's performance in managing risk.	3.67
49.	The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	3.33
50.	The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises.	3.33
51.	The Police Chief takes all reasonable steps to fully inform the Board about all major and critical events as soon as practicable.	3.00
52.	The Police Chief keeps the Board fully informed of important operational matters and risks that have service and policy implications, or that have high public interest, or that may jeopardize the reputation of the WPS.	3.00
53.	The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	3.67
54.	Board members have timely access to Service information.	3.00
55.	The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.	3.33
56.	The Board maintains an independent voice from senior WPS management.	3.67
57.	If conflict arises between the Board and the Police Chief, it is effectively managed.	4.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
	4.11 Strategic Planning	
58.	The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	4.00
59.	The Board sets the strategic direction for the WPS.	3.67
60.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	3.67
61.	The Board ensures that community perspectives and issues are addressed in the planning process.	3.33
62.	The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	3.00
	4.8 Policy Development	
63.	The Board establishes meaningful and effective policies for the management of the WPS.	2.67
64.	The Board creates, revises and issues policies in areas where it should.	2.67
65.	The Board reviews policies for which significant risks have been identified.	3.00
	4.10 Risk Management	
66.	The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	3.33
67.	The Board conducts an ongoing review of outstanding high-priority risk areas.	3.33
68.	The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	3.67
69.	The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	3.00
70.	The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	3.33
	4.7 Financial Management	
71.	The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	3.33
72.	The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	3.67
73.	The information in WPS financial reports is helpful and easy to understand.	3.67
74.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	3.67
75.	The Board is fully engaged in the budget process – it is not a rubber stamp.	3.00
	4.6 Communication and Community Engagement	
76.	The Board acts as a liaison between the community and the WPS.	4.00
77.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	3.67
78.	The Chair is an effective spokesperson for the Board.	3.50
79.	Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	3.67
80.	Receiving delegations at Board meetings provides the Board with valuable community input.	3.33

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
81.	The Board has an effective system for informing the community about its role.	3.50
82.	The Board hosts effective community consultations.	3.00
83.	The Board makes it convenient for citizens and community organizations to engage with the Board.	3.67
84.	The Board is recognized and understood by the general public.	2.67
85.	The Board effectively uses its meetings, reports and communications products to explain its work to the media.	3.00
	4.9 Restrictions on the Mandate	
86.	The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.	3.67
87.	No individual member of the Board gives orders or directions to any police officer.	4.00
88.	The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	4.00
89.	The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief.	4.00
90.	The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	4.00
	4.3 Board Meetings	
91.	If the Board calls a special meeting, it does not consider or decide any matter not set forth in the meeting notice without the consent of all Board members present.	3.33
92.	The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	3.67
93.	Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	3.67
94.	Meeting discussion is restricted to issues that clearly belong to the Board.	3.67
95.	The Board's public meetings are sufficient to provide for transparency and public participation.	3.33
96.	The meeting materials provided to Board members are useful.	3.33
97.	There is adequate monitoring or follow-up of action items.	3.67
98.	The Board devotes sufficient meeting time to strategic and planning issues.	3.67
99.	The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	3.00
	4.1 Board Competencies and Performance Areas	
100.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	2.50
101.	The Board has an effective working relationship with the City of Winnipeg.	2.50
102.	The Board makes decisions in a timely manner.	3.00
103.	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	3.00
104.	The Board holds the Police Chief to account for the Service's performance in managing risk.	3.00
105.	The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	2.50
106.	The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	2.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
107.	Board members have timely access to Service information.	3.00
108.	The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	2.00
109.	The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	3.00
110.	The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	2.50
111.	The information in WPS financial reports is helpful and easy to understand.	2.00
112.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	2.00
113.	The Board is fully engaged in the budget process – it is not a rubber stamp.	2.50
114.	The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	4.00
115.	Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	4.00
116.	Meeting discussion is restricted to issues that clearly belong to the Board.	4.00
117.	The Board's public meetings are sufficient to provide for transparency and public participation.	3.00
118.	The meeting materials provided to Board members are useful.	3.00
119.	There is adequate monitoring or follow-up of action items.	3.00
120.	The Board devotes sufficient meeting time to strategic and planning issues.	3.00
	4.1 Board's Overall performance	
121.	The Board has implemented an adequate governance structure.	4.00
122.	The Board provides effective stewardship of the WPS.	3.00
123.	The Board understands its roles and responsibilities.	3.00
124.	The Board understands the roles and responsibilities of its staff.	3.00
125.	The Board understands the roles and responsibilities of the Chief of Police.	3.00
126.	The Board understands the roles and responsibilities of the WPS.	3.00
127.	The Board has a clear mission and direction.	3.00
128.	As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	3.00
129.	Board workloads are reasonable.	3.00
	4.11 Strategic Planning	
130.	The Board sets the strategic direction for the WPS.	4.00
131.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	4.00
132.	The Board ensures that community perspectives and issues are addressed in the planning process.	4.00
	4.8 Policy Development	
133.	The Board establishes meaningful and effective policies for the management of the WPS.	3.00
134.	The Board creates, revises and issues policies in areas where it should.	3.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
135.	The Board reviews policies for which significant risks have been identified.	3.00
	4.6 Communication and Community Engagement	
136.	The Board acts as a liaison between the community and the WPS.	3.00
137.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	3.00
138.	The Board is recognized and understood by the general public.	2.00
	4.9 Restrictions on the Mandate	
139.	The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.	4.00
140.	No individual member of the Board gives orders or directions to any police officer.	4.00
141.	The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	4.00
142.	The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief.	4.00
143.	The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	4.00
	4.1 Board Competencies and Performance	
144.	The Board understands the WPS mission.	3.00
145.	The Board has implemented an adequate governance structure.	3.00
146.	The Board provides effective stewardship of the WPS.	3.00
147.	The Board understands its roles and responsibilities.	3.00
148.	The Board understands the roles and responsibilities of the Chief of Police.	4.00
149.	The Board understands the roles and responsibilities of the WPS.	4.00
150.	The Board has an effective working relationship with the Chief of Police.	3.00
151.	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	4.00
152.	The Board provides effective leadership for the Chief of Police.	3.00
153.	The Board provides effective leadership for the WPS.	0.00
154.	Board members act in the best interests of the WPS and the community, free of partisan political influence.	3.00
155.	Board members keep confidential any information disclosed or discussed regarding the WPS, its staff, operations or administration that has not been disclosed or discussed at a regular Board meeting.	3.00
156.	Committees make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	0.00
157.	Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.	3.00
158.	The Board cultivates a sense of group responsibility.	3.00
159.	Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.	0.00
160.	There is effective delegation to and reporting back between the Board and its committees.	0.00
161.	As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	2.00
162.	The Board provides orientation and training on its own policies and procedures.	3.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
163.	Additional relevant training is arranged for its members on an as-needed basis.	0.00
164.	Board members undertake any additional training provided by the Board and the Manitoba Police Commission.	0.00
165.	Board workloads are reasonable.	0.00
166.	The Board manages its time efficiently.	0.00
167.	Board members devote enough time to their roles in meetings, committees and informally.	0.00
	4.5 Board-Chief Relationship	
168.	The Board provides clear and consistent direction to the Police Chief.	0.00
169.	The Board monitors the Police Chief's performance.	3.00
170.	The Board holds the Police Chief to account for the Service's performance in managing risk.	3.00
171.	The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	3.00
172.	The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises.	4.00
173.	The Police Chief takes all reasonable steps to fully inform the Board about all major and critical events as soon as practicable.	3.00
174.	The Police Chief keeps the Board fully informed of important operational matters and risks that have service and policy implications, or that have high public interest, or that may jeopardize the reputation of the WPS.	3.00
175.	The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	3.00
176.	Board members have timely access to Service information.	3.00
177.	The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.	4.00
178.	The Board maintains an independent voice from senior WPS management.	4.00
179.	If conflict arises between the Board and the Police Chief, it is effectively managed.	0.00
	4.11 Strategic Planning	
180.	The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	4.00
181.	The Board sets the strategic direction for the WPS.	4.00
182.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	4.00
183.	The Board ensures that community perspectives and issues are addressed in the planning process.	4.00
184.	The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	4.00
	4.8 Policy Development	
185.	The Board establishes meaningful and effective policies for the management of the WPS.	3.00
186.	The Board creates, revises and issues policies in areas where it should.	4.00
187.	The Board reviews policies for which significant risks have been identified.	3.00
	4.10 Risk Management	

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
188.	The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	3.00
189.	The Board conducts an ongoing review of outstanding high-priority risk areas.	3.00
190.	The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	4.00
191.	The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	4.00
	4.7 Financial Management	
192.	The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	3.009
193.	The Board ensures the Service's regular financial reports include a written analysis that also incorporates a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	4.00
194.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	4.00
195.	The Board is fully engaged in the budget process – it is not a rubber stamp.	4.00
	4.6 Communications and Community Engagement	
196.	The Board acts as a liaison between the community and the WPS.	3.00
197.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	4.00
198.	The Board has an effective system for informing the community about its role.	3.00
199.	The Board hosts effective community consultations.	3.00
200.	The Board makes it convenient for citizens and community organizations to engage with the Board.	4.00
201.	The Board is recognized and understood by the general public.	3.00
202.	The Board effectively uses its meetings, reports and communications products to explain its work to the media.	4.00
	4.9 Restrictions on the Mandate	
203.	The Board refrains from giving orders and directions to any member of the WPS other than the Police Chief.	4.00
204.	No individual member of the Board gives orders or directions to any police officer.	4.00
205.	The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	4.00
206.	The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief.	4.00
207.	The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	3.00
	4.3 Board Meetings	
208.	Meeting discussion is restricted to issues that clearly belong to the Board.	4.00
209.	The Board's public meetings are sufficient to provide for transparency and public participation.	4.00
210.	There is adequate monitoring or follow-up of action items raised in Board and Committee meetings.	4.00
211.	The Board devotes sufficient meeting time to strategic and planning issues.	3.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
	4.1 Board Competencies and Performance Areas	
212.	The Board has a clear mission and direction.	1.00
213.	The Board ensures that community perspectives and issues are addressed in the planning process.	1.50
214.	The Board acts as a liaison between the community and the Winnipeg Police Service.	1.50
215.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	1.00
216.	The Board is recognized and understood by the general public.	1.00
217.	The Board has an effective system for informing the community about its role.	1.50
218.	The Board hosts effective community consultations.	1.50
219.	The Board makes it convenient for citizens to engage with the Board.	1.00
	REMAINING QUESTIONS NOT ANSWERED	
220.	The Board has implemented an adequate governance structure.	0.00
221.	The Board provides effective stewardship of the WPS.	0.00
222.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	0.00
223.	The Board has effective working relationships with City Council and its Standing Policy Committees.	0.00
224.	The Board has effective working relationships with the City of Winnipeg public service.	0.00
225.	Board members act in the best interests of the WPS and the community, free of partisan political influence.	0.00
226.	The Board makes decisions in a timely manner.	0.00
227.	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	0.00
228.	The Board maintains an independent voice from senior WPS management.	0.00
229.	The Board sets the strategic direction for the WPS.	0.00
230.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	0.00
231.	The Board ensures that community perspectives and issues are addressed in the planning process.	0.00
232.	The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	0.00
233.	The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	0.00
234.	The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.	0.00
235.	The information in WPS financial reports is helpful and easy to understand.	0.00
236.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	0.00
237.	The Board is fully engaged in the budget process – it is not a rubber stamp.	0.00

APPENDIX 2 – Compliance Checklist

WINNIPEG POLICE BOARD

PERFORMANCE CRITERIA FOR THE FORMAL EVALUATION OF BOARD EFFECTIVENESS

Last updated December 8, 2022

Evaluation Types:

CC = Compliance Check (confirms compliance by providing documents as evidence)

A = Assessment (evaluates Board performance based on information provided by Board staff)

Q = Questionnaire (qualitative comments and performance ratings provided by Board members and stakeholders)

All = All three of the above evaluation type

BOARD COMPETENCIES		
Duty/Requirement	Source	Solicitor Comments
Understanding of the Police Service's mission	MPC Manual	Respondents strongly agreed this requirement has been met by the Board. (Survey Question 1).
Governance structure	MPC Manual	Respondents agree this requirement has been met. (Survey Question 2).
Stewardship	MPC Manual	Respondents agree this requirement has been met by the Board. (Survey Question 3).
Understanding of roles and responsibilities	MPC Manual	Respondents agree this competency has been met. (Survey Question 5).
Effective working relationships	MPC Manual	Respondents strongly agree this requirement has been met with respect to relationships amongst the Board and the Police Chief (Survey Questions 9 & 10). Responses were weaker (averaging an overall neutral result) with respect to Board relationships with Council and the Public Service (Survey Questions 11 & 12).
Leadership	MPC Manual	Respondents agree this requirement has been met (Survey Questions 13, 14 & 15).
Decision-Making (Board members assist the Board in making effective and informed decisions during their term on the Board.)	MPC Manual 4.3	Respondents both agree and disagree (averaging an overall neutral result) that this requirement had been met (Survey Question 20).

ESTABLISH PRIORITIES AND OBJECTIVES FOR THE POLICE SERVICE		
Duty/Requirement	Source	Solicitor Comments
After consulting with the police chief, establish priorities and objectives for the police service.	PSA , 28(1)	Respondents agree this requirement has been met (Survey questions 63,133 & 185).
The Board prepares an annual strategic plan which shall be submitted to Council for information through the Standing Policy Committee on Protection, Community Services and Parks.	By-law 21	Board staff provided support for compliance with this requirement.
The Board prepares an annual strategic plan for the Service.	By-law 21	Board staff provided support for compliance with this requirement.
The Board outlines all identified risks in a risk management plan and produces a corresponding risk strategy plan and incorporates these plans into the strategic plan for the Service.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement.
The Board's strategic plan is a multi-year document.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board works with the Police Chief to devise a strategic plan that establishes an organizational focus for the Service and delivery of policing services while reflecting public interest and incorporating the community's needs and values within its objectives, goals and tactics.	MPC Manual 5.1	Respondents strongly agree this requirement has been met (Survey questions 58,60,61 & 180, 182, 183).
The Board's strategic plan contains performance indicators that measure success.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board's strategic plan is available to the public.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	MPC Manual 5.1	Board staff provided support for compliance with this requirement. Respondents strongly agree this requirement has been made (Survey questions 62 & 184).
The Board has its own practices and procedures for creating a strategic plan.	MPC Manual 5.1	Board staff provided support for compliance with this requirement.
The Board's strategic planning process complies with Part 4 of the Rules.	Rules Part 4	Board staff provided support for compliance with this requirement.
The Board's strategic plan for the Service meets the content requirements outlined in section 38 of the Rules.	Rules 38	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

The Board completes an annual environmental scan.	Rules 36	Board staff provided support for compliance with this requirement.
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ESTABLISH POLICIES FOR THE EFFECTIVE MANAGEMENT OF THE POLICE SERVICE		
Duty/Requirement	Source	Solicitor Comments
Establish policies for the effective management of the police service	PSA, 28(1)	Respondents agree this requirement has been met (Survey questions 63, 133, 185).

DIRECT THE POLICE CHIEF AND MONITOR HIS/HER PERFORMANCE		
Duty/Requirement	Source	Solicitor Comments
Direct the police chief and monitor his or her performance	PSA, 28(1)	Respondents both agree to strongly agree this requirement has been met (Survey questions 46, 47).
The Board, through regular reporting, questioning, and monitoring, holds the Police Chief to account for the Service's performance in managing risk.	MPC Manual 3.6, Rules 43	Respondents both agree to strongly agree this requirement has been met (Survey questions 48, 49, 62, 104, 105, 184).
The Board's job posting for the Police Chief position includes qualifications for police chief outlined in the <i>Police Qualifications Regulation</i> .	MPC Manual 6.1	Not applicable.
The Police Chief job description highlights the required competencies identified using a tool and template provided by the MPC.	MPC Manual 6.1	Board staff provided support for compliance with this requirement.
The Board seeks the community's input through a public consultation regarding the experience, skills and traits that the municipality see as important for a police chief.	MPC Manual 6.1, Rules 80(3), 80(4)	Board staff provided support for compliance with this requirement.
The Board reviews the Police Chief's performance based on the agreed upon performance plan.	MPC Manual 6.2, Rules 86	Board staff provided support for compliance with this requirement.
The Board, in conjunction with the Police Chief, creates a performance plan for the Police Chief based on the responsibilities outlined in the Act, the competencies found in the job description and goals and objectives outlined in the strategic plan.	MPC Manual 6.3, Rules 85(1), 85(2)	Board staff provided support for compliance with this requirement.
The Board ensures all complaints the Board receives about the Police Chief's conduct are made in writing, signed and dated, or submitted according to the MPC's process for receiving complaints from individuals unable to submit them in writing.	MPC Manual 6.4, Rules Part 9	Board staff provided support for compliance with this requirement.
The Board follows MPC processes and Part 9 of its Rules for dealing with all complaints against the Police Chief.	MPC Manual 6.4, Rules Part 9	Board staff provided support for compliance with this requirement.
The Board forwards all conduct complaints it receives about the Service or an individual officer other than the Police Chief to the Police Chief or designate for appropriate action.	MPC Manual 6.4	Board staff provided support for compliance with this requirement.
The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operational and capital budgets.	MPC Manual 7.1	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey question 171).
The Board ensures Service expenditures do not exceed the allocated budget without prior approval from Council.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.
The Board grants or suspends the Police Chief's authority to expend budget operating funds, as appropriate.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.
The Board holds the Police Chief responsible for submitting reports to the Board to notify it of unanticipated expenditures causing an operating budget deficit, as the case arises.	MPC Manual 7.1	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met with respect to the activities of the Police Chief (Survey question 175). However, respondents disagree this has been met with respect to establishing contingency plans between the Board and Council (Survey question 108).
The Board requires the Police Chief to produce regular financial reports to be submitted to the Board, which include analyses of revenues and expenditures.	MPC Manual 7.2	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey questions 105, 172, 175).
The Board provides general direction and supervision to the Police Chief respecting the timely preparation and annual review of a risk management framework in accordance with section 42 of the Rules.	Rules 42	Board staff provided support for compliance with this requirement. Respondents agree to strongly agree this requirement has been met (Survey questions 104, 190).

APPENDIX 2 – Compliance Checklist

PERFORM ANY OTHER PRESCRIBED DUTIES		
Duty/Requirement	Source	Solicitor Comments
Perform any other prescribed duties	PSA, 28(1)	Board staff provided support for compliance with this requirement.
The Board keeps its risk management and risk strategy plans on file.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement through the use of a consistent and documented risk management framework that meets the intent and objectives of the MPC Policy Manual.
The Board conducts an ongoing review of outstanding high-priority risk areas.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement. Respondents agreed this requirement has been met (Survey question 189).
The Board has a practice for managing confidential information, including information shared within private meetings.	MPC Manual 3.3	Board staff provided support for compliance with this requirement.
Board members understand key sections of the <i>Freedom of Information and Protection of Privacy Act</i> .	MPC Manual 3.3	Respondents agree to strongly agree that this requirement has been met (Survey question 37).
The Board asks the Winnipeg Police Service any questions it considers necessary to ensure an adequate and effective police service is being provided.	MPC Manual, 3.4, 3.6	Respondents agree to strongly agree that this requirement has been met with respect to each of WPS and Police Chief (Survey questions 13 & 14).
The Board ensures the Police Chief takes all reasonable steps to fully inform the Board about all major and critical issues that may be of concern to the community, as soon as practicable.	MPC Manual, 3.4	Board staff provided support for compliance with this requirement. Respondents agreed this requirement has been met (Survey question 173).
The Board ensures there are internal mechanisms within the Service to ensure common understanding of strategic issues and directions.	MPC Manual, 3.4	Board staff provided support for compliance with this requirement.
The Board has a communication plan.	MPC Manual 3.4, Rules 55	Board staff provided support for compliance with this requirement.
The Board reviews its communication plan annually.	MPC Manual 3.4, Rules 55	Board staff provided support for compliance with this requirement.
The Board's communication plan addresses how the Board will communicate with various stakeholders, including the community, the media and the municipal council.	MPC Manual 3.4, Rules 55	Board staff provided support for compliance with this requirement.
The Chair acts as the official spokesperson.	MPC Manual, 3.4	Board staff provided support for compliance with this requirement. Respondents agreed to strongly agree that this requirement has been met (Survey question 78).
The Board holds private meetings to discuss critical issues affecting the Winnipeg Police Service.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
Official media releases about critical issues are provided to the Board as soon as practicable.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
Board members have timely access to Service information.	MPC Manual 3.4	Board staff provided support for compliance with this requirement. Respondents agreed this requirement has been met (Survey questions 54, 107 & 176).
The Board directs its requests for information to the office of the Police Chief.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
The Board ensures adequate liability insurance is in place to indemnify and save harmless its members.	MPC Manual, 3.5	Board staff provided support for compliance with this requirement.
The Board reviews policies for which significant risks have been identified.	MPC Manual 3.6	Board staff provided support for compliance with this requirement. Respondents agreed this requirement has been met (Survey question 65).
The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement. Respondents agreed to strongly agree this requirement has management met (Survey question 68).
The annual risk management audit identifies, assesses, prioritizes and weighs the types of risks that the Service and the Board may face in achieving their objectives.	MPC Manual, 3.6	Board staff provided support for compliance with this requirement.
The Board has established a practice that compels the Police Chief to report on any and all critical issues.	MPC Manual 3.6, Rules 45(3)	Board staff provided support for compliance with this requirement.
The Board requires the Police Chief to provide an audit plan that assesses risks within the organization that merit an audit.	MPC Manual 3.6, Rules 48	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

The Board operates in accordance with the Manitoba Police Commission's policy and procedures manual.	PSA 35(1), MPC Manual 3.8	Board staff provided support for compliance with this requirement. Respondents agreed to strongly agreed that training to meet this requirement has been provided (Survey question 24).
Board members familiarize themselves with the MPC Manual and abide by its policies and procedures.	MPC Manual, 3.8	Board staff provided support for compliance with this requirement. Respondents agree as a whole the Board has knowledge required to meet this requirement (Survey question 23).
The Board takes action, as necessary and within its mandate, to address anything that is interfering with the Board being able to achieve its objectives.	MPC Manual 3.9	Board staff provided support for compliance with this requirement.
The Chair holds responsibility for ensuring the Board meets its legislative responsibilities and obligations.	MPC Manual 4.1	Board staff provided support for compliance with this requirement. Respondents agreed this requirement has been met (Survey question 15).
The Chair ensures the Board follows the Act, MPC policies and the Board's Rules of Practice and Procedure.	MPC Manual 4.1	CONFIRM BOARD RESPONSE NUMBERS s.52 board rules of practice
The Chair maintains communication with all Board members.	MPC Manual 4.1	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey question 38).
Board members oversee and support the work of the Service.	MPC Manual 4.3	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey question 14).
Any employees required to enable the Board to carry out its duties are appointed by the City.	MPC Manual, 4.8	Board staff provided support for compliance with this requirement.
Board staff members undergo background checks, a criminal record check and a child abuse registry check.	MPC Manual, 4.8	Board staff provided support for compliance with this requirement.
The Board has determined whether it will appoint police officers or delegate that authority to the Police Chief.	MPC Manual 6.5	Board staff provided support for compliance with this requirement.
If the Board has delegated that authority to the Police Chief, a memo to this effect has been drafted, sent to the Police Chief and kept on file by the Board.	MPC Manual 6.5	Board staff provided support for compliance with this requirement.
The hiring authority verifies in interviews that the candidates possess the minimum qualifications laid out in the <i>Police Qualifications Regulation</i> .	MPC Manual 6.5	Board staff provided support for compliance with this requirement.
Thorough reference checks are conducted to ensure the hiring authority is fully satisfied that all mandatory requirements have been met and that the selection committee has a full understanding of the potential candidate's	MPC Manual 6.5	Board staff provided support for compliance with this requirement.
The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	MPC Manual 7.1	Board staff provided support for compliance with this requirement. Respondents both agree and disagree this requirement has been met (Survey questions 69 & 108).
Should surplus funds be projected and realized, the Board establishes a practice with Council on how to disburse the remaining funds.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.
Board committees have terms of reference in accordance with subsection 24(2) of the Rules.	Rules 24(2)	Board staff provided support for compliance with this requirement.
Board committees schedule their meetings in accordance with section 27 of the Rules.	Rules 27	Board staff provided support for compliance with this requirement.
Subject to the powers expressly delegated to the committee by the resolution of the Board establishing the committee, committees only make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	Rules 30(1)	Board staff provided support for compliance with this requirement. In practice the Board regularly meets as a Committee of the whole. Respondents agree this requirement has been met (Survey question 39).
Committee Chairs report on committee meetings and recommendations at Board meetings.	Rules 30(2)	Board staff provided support for compliance with this requirement.
The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	Rules 44(2)	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey question 70).
The Board has established a practice that compels the Police Chief to report on any and all critical events.	Rules 46	Board staff provided support for compliance with this requirement.
The Budget and Risk Management Committee initiates an informal evaluation of the Board's effectiveness in August of each year in which a formal evaluation is not being carried out.	Rules 51(1)	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

The Board reports on the results of informal and formal evaluations in accordance with section 53 of the Rules.	Rules 53	Board staff provided support for compliance with this requirement.
The Board establishes the specific competencies that Board members, individually and collectively, must have in order for the Board to be effective in carrying out its mandate.	Rules 54{1}	Board staff provided support for compliance with this requirement.
Board members evaluate themselves in accordance with section 54 of the Rules.	Rules 54	Respondents agree this requirement has been met (Survey questions 23 to 30).
The Board uses metrics to track the effectiveness of its communication plan.	Rules 55{3}	Board staff provided support for compliance with this requirement.
Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	Rules 56{4}	Respondents agree to strongly agree this requirement has been met (Survey question 79).
Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	Rules 60	Respondents agree this requirement has been met (Survey question 40).
The Board and Service communicate on presentations to Council in accordance with section 62 of the Rules.	Rules 62	No recent examples of this form of communication.
Board members receive remuneration for time spent in attendance at meetings and training sessions as outlined in section 67 of the Rules.	Rules 67	Board staff provided support for compliance with this requirement.
Board members submit expense claims in accordance with section 68 of the Rules.	Rules 68	Board staff provided support for compliance with this requirement.
ENSURE THAT THE POLICE CHIEF ESTABLISHES PROGRAMS AND STRATEGIES TO IMPLEMENT THE PRIORITIES AND OBJECTIVES ESTABLISHED BY THE BOARD FOR THE POLICE SERVICE		
Duty/Requirement	Source	Solicitor Comments
Ensure that the police chief establishes programs and strategies to implement the priorities and objectives established by the Board for the police service	PSA , 28{2}	Board staff provided support for compliance with this requirement. Respondents agreed and strongly agreed this requirement has been met (Survey questions 55 & 177).
ENSURE THAT COMMUNITY NEEDS AND VALUES ARE REFLECTED IN THE POLICING PRIORITIES, OBJECTIVES, PROGRAMS AND STRATEGIES		
Duty/Requirement	Source	Solicitor Comments
Ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	PSA , 28{2}	Board staff provided support for compliance with this requirement. Respondents ranged from strongly disagree to strongly agree, with overall average agreeing this requirement has been met (Survey questions 77,137,197,215).
ACT AS A LIAISON BETWEEN THE COMMUNITY AND THE POLICE SERVICE		
Duty/Requirement	Source	Solicitor Comments
Act as a liaison between the community and the police service	PSA , 28{2}	Board staff provided support for compliance with this requirement. Respondents ranged from disagree to strongly agree, with overall average slightly below agreeing this requirement has been met (Survey questions 76,136,196,214).
RESTRICTION ON POLICE BOARD ACTIVITIES		
Duty/Requirement	Source	Solicitor Comments
The Board refrains from giving orders and directions to any member of the Winnipeg Police Service other than the Police Chief.	PSA , 28{3}	Respondents strongly agree this requirement has been met (Survey questions 86,139,203).
No individual member of the Board gives orders or directions to any police officer	PSA , 28{3}	Respondents strongly agree this requirement has been met (Survey questions 87,140,204).
NO ROLE ON SPECIFIC MATTERS		
Duty/Requirement	Source	Solicitor Comments

APPENDIX 2 – Compliance Checklist

The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the Winnipeg Police Service	PSA , 28(4)	Board staff provided support for compliance with this requirement. Respondents strong agree this requirement has been met (Survey questions 86,88,139,141,203,204).
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NO ROLE IN PERSONNEL MATTERS		
Duty/Requirement	Source	Solicitor Comments
The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief	PSA , 28(5)	Board staff provided support for compliance with this requirement. Respondents strongly agree this requirement has been met (Survey questions 89,142,206).

NO RIGHT TO SENSITIVE INFORMATION		
Duty/Requirement	Source	Solicitor Comments
The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files	PSA , 28(6)	Board staff provided support for compliance with this requirement. Respondents agreed to strongly agreed this requirement has been met (Survey questions 90,143,207).

CODE OF ETHICAL CONDUCT		
Duty/Requirement	Source	Solicitor Comments
Board members abide by the <i>Code of Ethical Conduct for Police Board Members</i> .	PSA, 35.2, MPC Manual 3.2	Respondents agree to strongly agree this requirement has been met (Survey question 32).
Every Board member signs a declaration agreeing to confidentiality and that they have no conflict of interest regarding matters within the Board's jurisdiction.	By-law 13	Board staff provided support for compliance with this requirement.
Board members sign a copy of the Code on a yearly basis to confirm they have read it and are familiar with its content.	MPC Manual 3.2	Board staff provided support for compliance with this requirement.
Board members complete and sign the <i>Oath of Office for Police Board Members</i> .	MPC Manual 3.2	Board staff provided support for compliance with this requirement.
Board members abide by the <i>Conflict of Interest Policy for Police Board Members</i> .	MPC Manual 3.2	Respondents agree this requirement has been met (Survey question 34).
Board members sign a copy of the <i>Conflict of Interest Policy</i> on a yearly basis to confirm they have read it and are familiar with its content.	MPC Manual 3.2	Board staff provided support for compliance with this requirement. Respondents
A signed copy of each document is kept in each Board member's personnel file.	MPC Manual 3.2	Board staff provided support for compliance with this requirement.
Pursuant to the Code, Board members keep confidential any information disclosed or discussed regarding the Winnipeg Police Service, its staff, operations or administration that has not been disclosed or discussed at a regular Board meeting.	MPC Manual 3.3	Respondents agree this requirement has been met (Survey questions 35 & 155).
Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	Rules 9(4)	Respondents agree this requirement has been met (Survey question 36).

INFORMATION FROM BOARD TO DEVELOP BUDGET		
Duty/Requirement	Source	Solicitor Comments
Each year, the Board provides Council with an estimate of the costs required to operate the Service in the next fiscal year.	PSA 29(1)	Board staff provided support for compliance with this requirement.
Each year, the Board provides Council with any additional information that Council considers necessary to enable it to assess the financial requirements of the Service	PSA 29(1)	Board staff provided support for compliance with this requirement.
Each year, the Board submits operating and capital estimates to Council that show the amounts required to maintain the Winnipeg Police Service and provide it with equipment and facilities.	By-law 19	Board staff provided support for compliance with this requirement.
The Board submits operating and capital estimates for the Service according to the City's budget procedures and timelines.	By-law 19	Board staff provided support for compliance with this requirement.
The Board provides a reasonable budget for the Service to Council.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.
The Board provides Council with its budget estimate for the Service in a timely manner.	MPC Manual 7.1	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

The Board allocates funds in such a way that adequate and effective police services are being provided and to ensure strategic goals and objectives will be met.	MPC Manual 7.1	Respondents agree this requirement has been met (Survey questions 71, 109, 192).
The Board arrives at its estimate of the costs required to operate the Service in the next fiscal year in accordance with the process outlined in <i>Rules of the Board</i> .	Rules Part 8	Board staff provided support for compliance with this requirement.
The Board vets all budget and financial information before it is tabled with Council or any of its committees.	MPC Manual 7.2	Board staff provided support for compliance with this requirement.
A Board designate attends any meetings where the Police Chief appears before Council or any of its committees with regard to the Service's budget or finances, unless the Police Chief is otherwise authorized by the Board.	MPC Manual 7.2	Board staff provided support for compliance with this requirement.
The Board ensures the Service makes available all required documents for the purpose of complying with the annual municipal financial audit.	MPC Manual 7.2	Board staff provided support for compliance with this requirement.

BOARD TO ALLOCATE FUNDS		
Duty/Requirement	Source	Solicitor Comments
Each year, the Board allocates the funds that are provided to the Service under the municipal budget.	PSA 29(3)	Board staff provided support for compliance with this requirement.

AUTHORITY OF THE VICE-CHAIR		
Duty/Requirement	Source	Solicitor Comments
The Vice-Chair acts on behalf of the Chair when the Chair is unable to assume his duties.	PSA 32(2), MPC Manual, 4.2	Board staff provided support for compliance with this requirement.

PROCEDURE		
Duty/Requirement	Source	Solicitor Comments
Subject to the requirements of the <i>Police Services Act</i> , the Board determines its own rules of practice and procedure.	PSA 33	Board staff provided support for compliance with this requirement.
Where the Act and the MPC Manual do not provide guidelines for a particular practice, the Board creates practices and procedures to guide its work.	MPC Manual, 4.4	Board staff provided support for compliance with this requirement.
Practices and procedures are adopted with the approval of a majority of Board members.	MPC Manual, 4.4	Board staff provided support for compliance with this requirement.
The Board puts its practices, procedures and rules in writing.	MPC Manual, 4.4	Board staff provided support for compliance with this requirement.
The Board establishes and codifies its practices and procedures around meetings.	MPC Manual 4.5	Board staff provided support for compliance with this requirement.
The Board observes its Rules of Practice and Procedure during meetings.	Rules 5(1)	Board staff provided support for compliance with this requirement.
The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	Rules 5(2)	Respondents agree this requirement has been met (Survey question 99).
The Board ensures it has the support of two-thirds of its members before suspending the Rules in a meeting.	Rules 5(3)	Board staff provided support for compliance with this requirement.

PUBLIC MEETINGS		
Duty/Requirement	Source	Solicitor Comments
The Board holds a meeting at least once every three months.	PSA 34(1)	Board staff provided support for compliance with this requirement.
Subject to subsection 34(3) of the Act, Board meetings are open to the public and the Board gives public notice of its meetings in the prescribed manner.	PSA 34(2)	Board staff provided support for compliance with this requirement.
The Board holds a minimum of nine monthly meetings per year.	By-law 14	Board staff provided support for compliance with this requirement.
Minimum of four police board meetings, spaced three months apart	MPC Manual 4.6	
Beginning 2018 - The Board must meet at least once every three months		
The Board permits all members of the public to be present and heard at meetings unless the meeting or a portion thereof is identified as being private.	PSA 34(2), MPC Manual 4.6	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

The Board gives public notice of its meetings on the City website at least 21 days before a regular meeting.	PSA 34(2), MPC Manual 4.6	Board staff provided support for compliance with this requirement.
The Police Chief is invited to attend regular Board meetings.	MPC Manual 3.4	Board staff provided support for compliance with this requirement.
The Board allows the public to attend all Board meetings, unless the meeting or a portion thereof qualifies as needing to be held in private.	MPC Manual 4.5	Board staff provided written representatin of compliance with this requirement.
Public notices for meetings set out the time, date and location of the meeting.	MPC Manual, 4.6	Board staff provided written representatin of compliance with this requirement.
The Board posts a meeting schedule for the next year by December 15.	Rules 6(1), MPC Manual 4.6	Board staff provided support for compliance with this requirement.
Agendas are prepared for each Board meeting by the Secretary to the Board, with input from the Board Chair and liaison officer.	Rules 8(1)	Board staff provided support for compliance with this requirement.
Meeting agendas, reports, and supporting materials are published at least 3 days prior to meetings, excluding holidays.	Rules 8(3)	Board staff provided support for compliance with this requirement.
If the Board calls a special meeting, it does not consider or decide any matter not set forth in the meeting notice without the consent of all Board members present.	Rules 8(5)	Respondents agree this requirement has been met (Survey question 91).
The Board meets in private when required to do so under subsection 9(1) of its Rules.	Rules 9(1)	Board staff provided support for compliance with this requirement.
The Chair publicly reports on the fact and general nature of private meetings in accordance with subsection 9(3) of the Rules.	Rules 9(3)	Board staff provided support for compliance with this requirement.
Board meetings are attended by and include reports from the Police Chief in accordance with section 10 of the Rules.	Rules 10	Board staff provided support for compliance with this requirement.
Board meetings are attended by and include reports from the Secretary to the Board in accordance with section 11 of the Rules.	Rules 11	Board staff provided support for compliance with this requirement.
The Board accepts delegations from citizens in accordance with section 12 and 13 of the Rules.	Rules 12, 13	Board staff provided support for compliance with this requirement.
The Chair presides over Board meetings in accordance with section 15 of the Rules.	Rules 15	Respondents agree to strongly agree this requirement has been met (Survey questions 92 & 114).
Board members conduct themselves in meetings in accordance with subsection 16(1) of the Rules.	Rules 16(1)	Respondents agree to strongly agree this requirement has been met (Survey questions 92 & 114).

TRAINING		
Duty/Requirement	Source	Solicitor Comments
Every Board member participates in training arranged by the Manitoba Police Commission.	PSA 36	Board staff provided support for compliance with this requirement.
The Board provides orientation and training on its own policies and procedures.	MPC Manual 3.7	Board staff provided support for compliance with this requirement. Respondents agreed this requirement has been met (Survey questions 24 & 162).
The Board arranges additional training for its members on an as-needed basis on topics deemed of interest and importance and that will assist Board members in fulfilling their responsibilities under the Act.	MPC Manual 3.7	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey question 26).
Upon appointment, Board members are provided with a copy of the <i>Police Services Act</i> , the Board's Rules of Practice and Procedure and the MPC Manual.	MPC Manual 3.7, 3.8	Board staff provided support for compliance with this requirement.
The Board records in each member's personnel file that the member has received an orientation and training session from the Manitoba Police Commission.	MPC Manual 3.7	Board staff provided support for compliance with this requirement.
Board members undertake any additional training provided by the Board.	MPC Manual 3.7	Board staff provided support for compliance with this requirement. Respondents agree this requirement has been met (Survey question 26).

REMUNERATION		
Duty/Requirement	Source	Solicitor Comments
Citizen members are remunerated at the rate of \$109 for meetings of 4 hours or less, or \$190 in the case of the Vice-Chair.	By-law 16	Board staff provided support for compliance with this requirement.
Citizen members are remunerated at the rate of \$192 for meetings of over 4 hours, or \$336 in the case of the Vice-Chair.	By-law 16	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

The Board makes itself aware of and adheres to circumstances in which remuneration for Board members can be claimed from the municipality.	MPC Manual, 4.7	Board staff provided support for compliance with this requirement.
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PUBLIC CONSULTATIONS		
Duty/Requirement	Source	Solicitor Comments
The Board annually holds a minimum of two public consultations to solicit community input on public safety issues and priorities.	By-law 15	Board staff provided support for compliance with this requirement. Due to the onset of COVID 19 pandemics consultations in 2020 were in person and then virtual. Consultations in 2021 were virtual.
The Board holds its annual public consultation meetings at locations throughout the city.	By-law 15	Board staff provided support for compliance with this requirement. From 2020 to 2022 consultation meetings were held virtually due to COVID 19 pandemic.

ANNUAL REPORT		
Duty/Requirement	Source	Solicitor Comments
At the end of each year, the Board issues an annual report to Council for information through the Standing Policy Committee on Protection, Community Services and Parks, which includes a summary of the Board's activities for the year.	By-law 22	Board staff provided support for compliance with this requirement.

The Board prepares annual audited financial statements for the Board Budget and the Winnipeg Police Service budget which the Board submits to Council for information through the Standing Policy Committee on Protection, Community Services and Parks.	By-law 23	Board staff provided support for compliance with this requirement.
The Board completes an annual report.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.
The Board submits its annual report to the Manitoba Police Commission by March 31 of each year.	MPC Manual 5.2	Board staff provided support for compliance with this requirement, except for the Board submitting the annual report by March 31 of each year. Board staff provided support showing extensions to the submission deadlines were submitted to and granted by MPC.
The Board's annual report meets the requirements of 5.2.2 of the MPC Manual.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.
The annual report receives Board approval prior to public distribution.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.
Once approved, the annual report is published on the Board's website and shared with the MPC.	MPC Manual 5.2	Board staff provided support for compliance with this requirement.

FINANCIAL REPORTING		
Duty/Requirement	Source	Solicitor Comments
The Board provides records requested by Council to assess the effectiveness and efficiency of the Winnipeg Police Service in respect to funds provided by Council.	By-law 25	Board staff provided support for compliance with this requirement.
The Board ensures the Service's regular financial reports include a written analysis that also incorporate a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit surplus position.	MPC Manual 7.2	Board staff provided support for compliance with this requirement. Respondents agreed to strongly agreed this requirement has been met (Survey questions 72, 110, 193).
The Board manages its budget in accordance with Part 7 of the Rules.	Rules Part 7	Board staff provided support for compliance with this requirement.

RECORD RETENTION		
Duty/Requirement	Source	Solicitor Comments
The Board complies with retention and disposition schedules in accordance with the City's Records Management By-law No. 86/2010 as amended or replaced from time to time.	By-law 26	Board staff provided support for compliance with this requirement.

CONTRACTUAL AUTHORITY		
Duty/Requirement	Source	Solicitor Comments
Where the Board enters into agreements to purchase goods, retain services, employ staff or lease office space, it conforms to the City's procurement policies, procedures, standards and guidelines.	By-law 27	Board staff provided support for compliance with this requirement.

APPENDIX 2 – Compliance Checklist

APPLICABILITY OF CITY POLICIES, PROCEDURES, STANDARDS AND GUIDELINES		
Duty/Requirement	Source	Solicitor Comments
The Board operates pursuant to all applicable City policies, procedures, standards and guidelines.	By-law 28	Board staff provided support for compliance with this requirement.

APPENDIX 3 – Terms of Reference

WINNIPEG POLICE BOARD EFFECTIVENESS EVALUATION – TERMS OF REFERENCE

The Winnipeg Police Board (Board) will undergo a formal evaluation of its effectiveness in 2022.

The City of Winnipeg Audit Department abides by a set of professional standards (issued by the U.S. Government Accountability Office entitled the Yellow Book <https://www.gao.gov/yellowbook>) and is peer reviewed for compliance with those standards. The standards direct that the City of Winnipeg Audit Department should not undertake projects “When auditors conclude that independence of the engagement team or the audit organization is impaired under paragraph 3.59, auditors should decline to accept an engagement or should terminate an engagement in progress”. A senior member within the City of Winnipeg Audit Department was previously employed by the Winnipeg Police Service and created reports that were provided to the Winnipeg Police Board which is perceived as a conflict of interest. The City of Winnipeg Audit Department has determined that it is appropriate to provide a conflict time frame of 5 years (2020-2025). In the interim, the City Solicitor has agreed to perform the evaluation for the Winnipeg Police Board. Therefore, the “City Solicitor” will take the place of the “Chief Performance Officer (City Auditor)” within the Terms of Reference for all intents and purposes of the evaluation.

1. LEGISLATIVE FRAMEWORK

Subsection 35(1) of *The Police Services Act* requires the Board to operate in accordance with the policy and procedures manual developed for police boards by the Manitoba Police Commission (MPC).

Chapter 3.9 of the MPC Manual sets out policies and procedures related to evaluating the effectiveness of police boards in carrying out their legislated mandates. The form and methodology of the evaluation is based on the professional judgment of the Board.

Subsections 50(1) to 54(5) of the Board’s Rules of Practice and Procedure set out practices and procedures for the carrying out of the Board’s responsibilities related to effectiveness evaluations.

2. PURPOSE OF THE EFFECTIVENESS EVALUATION

2.1 The purpose of the effectiveness evaluation is to:

- (a) ensure the Board maintains compliance with the MPC Manual, which holds that evaluating police board effectiveness forms part of good governance practice; and
- (b) to identify areas and aspects of the Board’s operations that can be improved.

3. EVALUATION PROCESS

3.1 All Board members will participate in the effectiveness evaluation.

3.2 Board staff will support and participate in the effectiveness evaluation as directed by the Board.

3.2 The Budget and Risk Management Committee will prepare terms of reference for the evaluation project, design the evaluation process, and initiate the evaluation project within 60 days of receiving the request of the Board Chair.

3.3 The Budget and Risk Management Committee can request the City Solicitor to advise respecting the terms of the reference for the evaluation project and the design of the evaluation process.

APPENDIX 3 – Terms of Reference

3.4 The Budget and Risk Management Committee can request the City Solicitor to independently conduct and complete the evaluation project within 60 days its initiation (unless otherwise determined by the Board).

3.5 The Budget and Risk Management Committee will ensure that the evaluation project is carried out in accordance with Chapter 3.9 of the commission manual.

3.6 The Budget and Risk Management Committee will provide the City Solicitor with a list of questions to be used to engage with Board members and stakeholders to elicit their input.

3.7 The City Solicitor can provide feedback to the Budget and Risk Management Committee on the question structure or evaluation methodology as deemed necessary.

3.8 The City Solicitor will administer the evaluation questionnaire and analyze the results.¹

3.9 The City Solicitor will review information compiled by Board staff to assess the Board's fulfillment of its responsibilities as they are listed in the *Police Services Act* and the Winnipeg Police Board By-law.

3.10 Board staff will compile documents and evidence to demonstrate the Board's compliance with requirements of the *Police Services Act* and the Winnipeg Police Board By-law and make them available for the City Solicitor's review.

3.10 The City Solicitor will report back to the Budget and Risk Management Committee with the findings.

3.11 To benefit from external perspectives on the Board's performance, the City Solicitor will provide the evaluation questionnaire to key stakeholders identified by the Budget and Risk Management Committee to obtain feedback on those aspects of the Board's performance with which the stakeholders have direct experience.

3.12 Key stakeholders who may be invited to provide feedback will:

- (a) have direct experience working with the Board, either through ongoing contact or through involvement on a project that lasted at least one month;
- (b) have a thorough understanding of the Board's mandate;
- (c) have the capacity to comment on the Board's effectiveness in those areas of Board operations with which the stakeholders have direct knowledge and experience; and
- (d) are willing to participate in the evaluation process with the goal of ensuring there is a robust and effective framework for civilian governance of police in Winnipeg.

3.13 The City Solicitor will respect confidentiality and will not identify which participants offered which comments in the evaluation process.

3.14 Participation is optional for stakeholders invited to complete a questionnaire and, after providing a reasonable opportunity to participate, the City Solicitor is not obligated to delay the evaluation process

¹ No assurance or audit opinion will be provided by the City Solicitor on this engagement as it does not include audit or review procedures and is not completed in accordance with generally accepted government auditing standards.

APPENDIX 3 – Terms of Reference

pending the completion and receipt of outstanding questionnaires.

3.15 If, in the course of the evaluation, the City Solicitor should have any concerns regarding the Board's effectiveness or the conduct of Board members or staff, the City Solicitor will direct those concerns to the Secretary to the Board.

3.16 The Secretary to the Board assumes responsibility for referring concerns and issues raised by the City Solicitor to the Board, the Board Chair, or the appropriate oversight body.

3.17 If the City Solicitor should have any concerns regarding the conduct of the Secretary to the Board, the City Solicitor will direct those concerns to the Board Chair.

4. EVALUATION SCOPE

4.1 The City Solicitor will use both qualitative and quantitative data to prepare a final report.

4.2 The City Solicitor will provide an analysis and observations on the evaluation questionnaire results, which will be provided to the Risk Management and Audit Committee.

4.3 The City Solicitor will provide observations on the Board staff's submission on the Board's compliance with requirements of the *Police Services Act* and Winnipeg Police Board By-law, which will be provided to the Risk Management and Audit Committee.

4.2 The evaluation will include but not be limited to the following topics:

- (a) Understanding of the police service's mission;
- (b) Governance structure;
- (c) Stewardship;
- (d) Understanding of roles and responsibilities;
- (e) Training;
- (f) Effective working relationships;
- (g) Leadership;
- (h) Meetings;
- (i) Relationship between the Board and Police Chief;
- (j) Relationship between the Board and other stakeholders;
- (k) Decision-making tools;
- (l) Internal policy and procedure; and
- (m) Other areas needing improvement.

APPENDIX 3 – Terms of Reference

4.3 The City Solicitor's report will address areas identified by the evaluation questionnaire and the report from Board staff on the Board's fulfillment of its legislated responsibilities. Any additional topics will not be pursued at this time unless specifically requested by the Board.

5. REPORTING PROTOCOLS

5.1 The Budget and Risk Management Committee will have a project plan, evaluation questionnaires and a compliance checklist completed before recommending the terms of reference for approval.

5.2 Upon adoption of the terms of reference, the Board Chair will ask the City Solicitor to initiate the evaluation and circulate the evaluation questionnaires to the Board and selected stakeholders.

5.3 The City Solicitor will allow Board members and selected stakeholders a minimum of two weeks to complete the evaluation questionnaires.

5.4 Board staff will provide a compliance checklist to the City Solicitor within two weeks of the terms of reference being approved.

5.5 The City Solicitor will deliver a final report to the Budget and Risk Management Committee within one month of the deadline for receiving completed questionnaires from Board members and stakeholders.

5.6 The Budget and Risk Management Committee will review the City Solicitor's final report within one month of receipt.

5.7 The Budget and Risk Management Committee will inform the Board of the results of the evaluation within one month of reviewing the final report.

5.8 Any external costs associated with this engagement will first be discussed with the Board, however; costs are the responsibility of the Board and not of the City Solicitor.

5.9 The City Solicitor will provide a final report that includes the following deliverables:

- (a) Introduction/background;
- (b) Role of the Board, the Risk Management and Audit Committee, and City Solicitor;
- (c) Methodology;
- (d) Observation and analysis of the evaluation questionnaire results;
- (e) Observation and analysis of the Board's report demonstrating fulfillment of its legislated responsibilities; and
- (f) Conclusions.

5.10 The Budget and Risk Management Committee may offer its own commentary on the evaluation results in its submission to the Board, including any recommendations from the Committee regarding how the report is received or implemented.

5.11 The Board will report publicly on its plans and progress making improvements based on the findings of the City Solicitor, beginning within three months of receiving the results of the evaluation.