



Winnipeg Police Board Effectiveness Evaluation

April 2025

Independent Report

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To the members of the Winnipeg Police Board:

Thank you for the opportunity to perform the 2025 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 and is meeting its legislated mandate. There is a 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.

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

April 28, 2025

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 Policy 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 2025 Effectiveness Evaluation in its March 7th, 2025 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 2025 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 be 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 March 20th, 2025 with a requested response date of April 4th, 2025.

3.1.2 Response Rates and Reliability

The Board has seven members. Board staff invited an additional 13 stakeholders to respond to the questionnaires. Seven Board members responded and a total of 20 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.

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.

Appendix 1 is the full list of questions asked. A question that has been repeated in the list indicates it was asked of more than one stakeholder group. Each question in the list includes the 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. These observations are based on the responses to the questionnaire and comments made by members of the Board and other stakeholders.

The Overall Average Score for each evaluation topic is the average of all responses for that measure as entered by questionnaire participants. Questions which were not answered by any participant were not included in the calculation of the average overall score.

Respondent Comments and feedback are included. These comments have been edited for readability. In some cases, comments named specific individuals and made conclusions with respect to that individual's conduct. As an Effectiveness Evaluation is an information gathering process, and not an investigative process; conclusions tied to the conduct of an individual have been removed from some of the comments. However, the concern communicated by the comment remains in the edited description.

4.1 Board Competencies and Performance Areas

Overall Average Score: 2.28

Topic Summary

This topic covers a wide range of questions involving the operations of the Board. While the overall average falls in the disagree rating, there were several responses that scored in the agree rating, on topics such as understanding the WPS mission, roles and responsibilities, as well as the commitment of Board members to the Board's mission and direction. Lower scores were seen in questions involving the operation and effectiveness of the Board. Majority of the responses were in the agree or disagree ratings, with a smaller number of responses in the strongly disagree rating. There were no questions answered with a strongly agree rating.

Respondent Commentary and Feedback

- The Board has in the past, had difficulty making decision in a timely fashion which I believe sometimes was due to lack of time the Chair has because of competing priorities which has led to a lack of follow through on important board issues. Further, some board training on how to effectively and efficiently conduct board meeting and how to manage differing and conflicting opinions in the board setting would be helpful.
- The board is able to fulfill its core competencies but must work through a variety of personalities to do so.
- The Board's ineffectiveness stems from inadequate leadership, structural deficiencies, and persistent resistance from the WPS.
- It has been a trying two years for the current make up of this board. Now that the new Chief has been hired, my hope is that the Board will take a moment to reset itself, evaluate our mandate, learn what our governance roles are and come together stronger. We have lost focus and have not worked effectively or efficiently over the last two years. I am optimistic that we will see movement in a forward fashion over the next 3 months.
- Board members would be better positioned to fulfil their role if they had a solid understanding of their legislative responsibility, policies and procedures before undertaking any work.
- The Board needs to ensure that the voices of those who are over-policed by the WPS are prioritized.
- There are nuances to the role of a police board that make it a challenge for community to understand. It's important for the Board to make what they can and can't impact with police very clear to the public in plain language, and then have regular updates. Everything public comes across as political from the board rather than fully informed by the reality of Winnipeggers and their experiences with the WPS. The Board has not come across as fully exercising their authority to keep the Chief of Police accountable for the financial or operational priorities and seems to be swayed by the Chief's own priorities. The hesitation we all witnessed with the selection and early leaking of the Chief of Police appointment eroded remaining confidence in this system. As a First Nation organization, we expected to see leadership from the Board during the landfill decision not to search. If it wasn't the WPS' role, where was the leadership of the Board and the Mayor to work with the Province and Canada to collaboratively find a solution? We need the Board's leadership on these matters, especially in clarifying what you can and cannot direct the WPS to do.

- Where I selected N/A, the accurate answer would actually be "don't know", but that isn't offered. Subsequent surveys should consider providing that option. For example, I know that the Board is *supposed to* ensure that community needs and values are reflected in the policing priorities...", but I have no way to know whether it's doing that.
- Our organization strongly supports the Police Board. We've been invited on occasion to share experiences. The Board is advocacy and it offers a measure of accountability. A stronger public communications strategy would help ordinary citizens to better understand the Board's mission and the important responsibilities they carry as members.
- Very happy with their level of communication, and effectiveness in keeping accountability of city safety upheld.

4.2 Board Conduct and Cooperation

Overall Average Score: 2.41

Topic Summary

Questions involving the familiarity of the Board with its own ethical conduct requirements, as well as cultivating a sense of group responsibility as a Board were rated in the lower end of the agree rating. Questions involving how the Board carries out its activities were at a disagree rating. The question asking whether there is a climate of mutual respect and trust amongst Board members scored in the highly disagree rating.

Respondent Commentary and Feedback

- The Board has had a couple of very serious breaches of confidential information over the past year. Who is responsible for the Breach is not known.
- Disclosure of private matters to the public is to the detriment of the City, the Board, and the WPS. WPS does not provide information requested by the Board.
- We operate as a working board not a governance board. We operate as a committee of the whole all the time.

4.3 Meetings

Overall Average Score: 2.79

Topic Summary

Questions as to whether the level of public participation is appropriate, the usefulness of materials provided for meetings, as well as whether there is adequate follow up on action items raised at each meeting, each scored with an agreed rating. Questions involving the performance of the Chair, the allocation of time and the conduct of Board members at the meetings were given a disagree rating. None of the responses were in the strongly agree or strongly disagree ratings.

Respondent Commentary and Feedback

- Follow up action items are not always followed up on or addressed adequately.
- Strategic planning has been suspended until the new Chief is in place.
- Board rules are not followed, including requirements for calling special meetings. Meetings are poorly controlled, Board members are treated like City employees. There is no follow up on decisions or actions during meetings.
- Stronger governance structure is needed along with a stronger Chair to keep board members in line.

4.4 Board Training and Capacity

Overall Average Score: 2.67

Topic Summary

Questions involving training and knowledge of the Board, time devoted to Board activities, as well as the availability of training opportunities were given agreed ratings. While respondents agreed workloads were reasonable, there was a strongly disagree rating on a question asking whether the Board used its time efficiently.

Respondent Commentary and Feedback

- This year has been particularly challenging and has required much more time given the number and type of issues that have risen.
- The board must come up with its own strategic plan on what it wishes to accomplish during its iteration.
- Training is limited. Board members should be compensated with per diem for training time in addition to meeting time.
- These questions score low as we have not functioned to the best of our ability. All individuals bring unique skills and insight into community expectation however we are not a cohesive team that remains on task. To say we don't function ideally, is an understatement.

4.5 Board-Chief Relationship

Overall Average Score: 2.65

Topic Summary

There are several questions in this measure asking about a variety of categories of information that is communicated by the Chief to the Board. There were agreed ratings for the Chief's reporting of unexpected expenditure matters, as well as major and critical events. There were lower results (in the disagree rating) on questions involving the reporting of operational matters to the Board.

There was a disagree rating on the question whether conflicts between the Chief and the Board are effectively managed.

There were no results in the strongly agree or strongly disagree ratings.

Respondent Commentary and Feedback

- I believe that performance management of the Chief of Police has been lacking and the manner in which it has been done also requires more diligence and reliance on key performance indicators. the Board has not always been comfortable with providing the Chief of police with Direction nor has the previous chief been receptive to it.
- New Chief, will take time to build a positive relationship.
- The Board does not hold the Chief accountable. WPS deploys several strategies to withhold information.
- Early days with a new chief, however everyone on the board has full confidence in our choice so that's a good start.
- Board members had an acrimonious relationship with the past Chief, and it was palpable.

4.6 Communication and Community Engagement

Overall Average Score: 2.26

Topic Summary

An agree rating was provided in response to questions involving both the role of the Board to act as a liaison between the community and the WPS, as well as how the Board facilitates opportunities to receive input from the community. Ratings were in disagree range in response to questions about the Board and the Chairs communication back to the community. Strongly disagree ratings were made in response to questions about the effectiveness of community consultations, as well as whether the Board is recognized and understood by the general public.

Respondent Commentary and Feedback

- This is an area that needs significant improvement.
- Could be improved to provide a clear understanding of the role of the board
- The Chair is the greatest communication risk to the Board. Overall, the Board does a terrible job engaging with the community or communicating its role to the public.
- This is an area that is lacking. We do not do enough community engagement/consultation. It's hard when most Board members work during the day, as does the public. Operating during 'business hours' does not always allow for true public voice to be heard at public meetings.
- In order to ensure the media and public understand the role and function of the Board, the Board has to have that understanding.

4.7 Financial Management

Overall Average Score: 2.30

Topic Summary

The rating of the responses varies when comparing results from different stakeholder groups. As an example, when looking at questions involving the quality and sufficiency of financial information being provided, two categories of respondents agree with the quality of financial information provided, while another stakeholder category disagrees that the information is sufficient.

Ratings for all questions in this measure range from 2.25 (disagree) to 3 (agree). There were no responses in the strongly agree or strongly disagree rating.

Respondent Commentary and Feedback

- The Board does a fairly good job in this area.
- Requests for information are blocked. Board does not receive the information it requests, does not allocate funds according to priorities, and only serves as a rubber stamp.
- It is not always easy to understand the financial component of the City's budget and finance structure and how it applies to the WPS's budget.

4.8 Policy Development

Overall Average Score: 2.50

Topic Summary

Questions involved the Board's creating, review and issuing of policies. All responses to questions on this measure were a 2.5 or disagree rating.

Respondent Commentary and Feedback

- I think the capacity for the Board to develop policy is strong. The current policies need to be reviewed and updated if required. This work requires leadership, will and follow through.
- The Board does not do policy development. WPS does not provide information necessary for policy development.
- We have done so in the past, however, there hasn't been much of this work accomplished over the last two years.
- The Board has not established any policies since the last effectiveness evaluation.

4.9 Restrictions on the Mandate

Overall Average Score: 3.50

Topic Summary

Questions in this measure were seeking information to determine if the Board was respecting the boundaries between the role of the Board and the role of the Chief to make day to day operational decisions. Responses to this measure included both agree and strongly agree ratings.

Respondent Commentary and Feedback

- This area is not a concern and the Board does NOT engage in overreach actions and does not get involved in the day to day operations of the WPS. WPS does not provide high-level organizational information to the Board that it is related to operations or specific personnel. The elected officials on the Board direct the service to expend resources towards specific activities (i.e. whiteout parties, library security, etc.) that should be transparently and accountably funded by City Council and not absorbed within WPS budget.
- I believe the Board understands this part well.
- Agree/disagree is not an adequate assessment of the Board's performance. While the Board generally does not do these things, it does not mean that they never do.

4.10 Risk Management

Overall Average Score: 2.32

Topic Summary

Questions in this measure rated the Board establishment of risk management functions, as well as the Board's interaction with the Chief and planning with City Council for the impact of unforeseen or critical issues or expenditures. Most answers in this measure were in the disagree rating, with one answer highly disagreeing there has been a contingency plan established with Council.

Respondent Commentary and Feedback

- I have not been privy to working relations or interactions with council. I believe this is a role the chair takes on and I, as a general Board member, have had little to no involvement with Council
- Risk management should report directly through to the board rather than through the service to the board.
- The Board does not undertake these activities with Police Chief and has no role with Council.

4.11 Strategic Planning

Overall Average Score: 2.13

Topic Summary

Ratings in this measure vary by stakeholder groups. There is an agreed rating on questions involving the Board setting strategic direction for the WPS, as well as the Board consulting with the Chief in the development of a strategic plan. However, answers from another stakeholder group highly disagree with the Board's performance on this measure.

Respondent Commentary and Feedback

- Although there is monitoring of the strategic plan, there appears to be a lack of follow up in some areas to ensure the responses the service is providing to the Strategic plan, are actually meeting the intended goals. Although there is a significant amount of quantitative data more qualitative responses are required.
- Will use more active language and metrics to establish and monitor crime reduction in our community.
- Strategic planning is largely performative and constrained.
- Again we are at the starting line of a new strategic plan as we are with a new chief. Time will tell.
- Due to the timing of the recruitment of a new Chief, the Board extended the current strategic plan for one year (no strategic planning has occurred since the last effectiveness evaluation). The current Board will begin a new strategic plan with the new Chief of Police.

Other general Comments and Feedback on the question *Do you have any further comments on any aspect of the Board's activities or effectiveness?*

- The actions of various Chairs have demonstrated a significant disagreement on the powers of the police board. The police board recently sat as a committee of the whole while hiring the chief so there was no check and balance function. What it meant for the public was months of uncertainty during a public safety crisis and a WPS abandoned by the board. Communications ran contrary to the board policy and contrary to the board communications protocol.
- Staff member in the Mayor's office have responded to media on police board matters, possibly filling a vacuum of leadership?
- Various Chairs have disagreed dramatically on their work. Differences in the approach of each Chair to the spending of the board budget, and the holding of meetings to engage Winnipeg on public safety meetings. The board does little to no recognizable consultation related to diverse viewpoints or public safety topics of the day to reflect values, and provide oversight.
- Failures to enter into the public discourse on public safety concerns: Some examples: anti-semitism, Islamophobia, MMIWG, landfill search. Having the UN rapporteur comment on the situation in Winnipeg will have lasting impact. Although the Chief has apologized, the board remained unaccountable to the community distancing them from what any other police board would arguably say was a priority community to uphold in good relations.
- WPS recently toured the City doing consultations on the retail theft initiative. Members of the Police board were absent in this discussion and still are in so many discussions.
- This Board could benefit from Board Training.
- The WPB chair is an important position and would benefit from a chair that is able to dedicate the time required for such an important role.
- Board governance is a major risk. Serious questions have arisen about transparency, accountability, and credibility of the Board which need to be further investigated. The current model for the Winnipeg Police Board is inadequate and creates significant risks for the City of Winnipeg and the broader community,

- Looking forward to the year ahead with the new chief and trying to rebuild relationships with new executive members.
- Agree/disagree is not an effective measure. Consider using a sliding scale as a measure of the extent to which does and does not do the things being evaluated.

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 foundation and systems in place to carry out its legislated responsibilities. There appears to be agreement that the Board understands its roles and responsibilities, as well as understanding of the limits of its role.

Although the Board has the critical foundation and systems in place to carry out its legislated requirements, there are a significant number of measures where respondents expressed the view they disagree with the Board's performance. Measures where disagreement was expressed included the activities of the Board itself, as well as interactions of the Board with various stakeholders. While the overall averages of these measures do not suggest a strong disagreement with the Board's performance generally, they do point to areas where the Board has the opportunity to improve its governance and effectiveness.

While some comments refer to the recent past as a period of transition and challenge for the Board, that should not be taken as a reason not to look at ways to improve on the various measures set out in this Effectiveness Evaluation. It is important for the Board to address the measures where there is disapproval so that it can effectively carry out its mandate and be in a strong position to face future challenges. The following comment best expresses this conclusion:

It has been a trying two years for the current make up of this board. Now that the new Chief has been hired, my hope is that the Board will take a moment to reset itself, evaluate our mandate, learn what our governance roles are and come together stronger. We have lost focus and have not worked effectively or efficiently over the last two years. I am optimistic that we will see movement in a forward fashion over the next 3 months.

The nature of the questionnaire, including its limited sample size and anonymity provided to respondents, makes it difficult for this report to draw conclusions as to which of the measures in the questionnaire should be pursued as areas for improvement by the Board, as well as how those objectives should be pursued. The Board, with consultation with stakeholders, is in the best position to make those decisions.

Overall, the Board is meeting its legislated requirements.

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
	4.1 Board Core Competencies & Performance	
1.	The Board understands the WPS mission.	3.25
2.	The Board has implemented an adequate governance structure.	2.25
3.	The Board provides effective stewardship of the WPS.	2.75
4.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	3.00
5.	The Board understands its roles and responsibilities.	2.75
6.	The Board understands the roles and responsibilities of its staff.	3.00
7.	The Board understands the roles and responsibilities of the Chief of Police.	3.25
8.	The Board understands the roles and responsibilities of the WPS.	3.00
9.	The Board has an effective working relationship with the Chief of Police.	2.25
10.	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	2.50
11.	The Board has effective working relationships with City Council and its Standing Policy Committees.	2.67
12.	The Board has effective working relationships with the City of Winnipeg public service.	2.00
13.	The Board provides effective leadership for the Chief of Police.	2.25
14.	The Board provides effective leadership for the WPS.	2.25
15.	The Board Chair leads the Board effectively.	2.00
16.	Committees are effective.	2.00
17.	Board members act in the best interests of the WPS and the community, free of partisan political influence.	3.00
18.	The Board has a clear mission and direction.	2.75
19.	Board members are committed to the Board's mission and direction.	3.00
20.	Board members each contribute to the Board in making effective and informed decisions.	2.75
21.	The Board makes decisions in a timely manner.	2.25
22.	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	2.25
	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.	3.00
25.	Additional relevant training is arranged for its members on an as-needed basis.	2.75
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.	2.50
28.	Board workloads are reasonable.	2.25
29.	The Board manages its time efficiently.	1.75
30.	Board members devote enough time to their roles in meetings, committees and informally.	2.75

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
	4.2 Board Conduct and Cooperation	
31.	Board members are familiar with the Code of Ethical Conduct for Police Board Members.	3.25
32.	Board members abide by the Code of Ethical Conduct for Police Board Members.	2.75
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.	1.75
36.	Board members respect confidential information that the Board Chair determines may not be disclosed in accordance with subsection 9(4) of the Rules.	2.50
37.	Board members understand the sections of the Freedom of Information and Protection of Privacy Act that pertain to the Board and its activities.	2.50
38.	The Chair maintains communication with all Board members.	2.00
39.	Committees make recommendations to the Board for its consideration and do not make decisions on behalf of the Board.	2.00
40.	Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	2.25
41.	There is a climate of mutual respect and trust among Board members.	1.50
42.	Communications among Board members, the Chair and the WPS Executive are open and respectful; contrary views are encouraged and expected.	2.25
43.	The Board cultivates a sense of group responsibility.	3.00
44.	Committees are an effective mechanism for the Board to meet its governance and oversight responsibilities.	2.33
45.	There is effective delegation to and reporting back between the Board and its committees.	2.00
	4.5 Board-Chief Relationship	
46.	The Board provides clear and consistent direction to the Police Chief.	2.50
47.	The Board monitors the Police Chief's performance.	2.50
48.	The Board holds the Police Chief to account for the Service's performance in managing risk.	2.75
49.	The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	2.75
50.	The Police Chief notifies the Board of unanticipated expenditures causing an operating budget deficit, as the case arises.	3.25
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.	2.25
53.	The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	2.75
54.	Board members have timely access to Service information.	2.00
55.	The Board ensures the Police Chief establishes programs and strategies to implement the priorities and objectives established by the Board for the WPS.	2.50
56.	The Board maintains an independent voice from senior WPS management.	2.75

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
57.	If conflict arises between the Board and the Police Chief, it is effectively managed.	2.00
	4.11 Strategic Planning	
58.	The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	3.00
59.	The Board sets the strategic direction for the WPS.	3.00
60.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	2.75
61.	The Board ensures that community perspectives and issues are addressed in the planning process.	2.75
62.	The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	2.50
	4.8 Policy Development	
63.	The Board establishes meaningful and effective policies for the management of the WPS.	2.50
64.	The Board creates, revises and issues policies in areas where it should.	2.50
65.	The Board reviews policies for which significant risks have been identified.	2.50
	4.10 Risk Management	
66.	The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	2.75
67.	The Board conducts an ongoing review of outstanding high-priority risk areas.	2.50
68.	The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	2.75
69.	The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	2.00
70.	The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	2.25
	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.	2.50
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.	3.00
73.	The information in WPS financial reports is helpful and easy to understand.	3.00
74.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	2.50
75.	The Board is fully engaged in the budget process – it is not a rubber stamp.	2.25
	4.6 Communication and Community Engagement	
76.	The Board acts as a liaison between the community and the WPS.	3.00
77.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	2.25
78.	The Chair is an effective spokesperson for the Board.	2.00
79.	Board members and staff do not purport to speak on behalf of the Board unless authorized by the Board to do so.	2.25

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
80.	Receiving delegations at Board meetings provides the Board with valuable community input.	3.00
81.	The Board has an effective system for informing the community about its role.	2.00
82.	The Board hosts effective community consultations.	1.75
83.	The Board makes it convenient for citizens and community organizations to engage with the Board.	2.50
84.	The Board is recognized and understood by the general public.	1.75
85.	The Board effectively uses its meetings, reports and communications products to explain its work to the media.	2.00
	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.	4.00
87.	No individual member of the Board gives orders or directions to any police officer.	3.50
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.	2.25
92.	The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	2.50
93.	Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	2.75
94.	Meeting discussion is restricted to issues that clearly belong to the Board.	2.75
95.	The Board's public meetings are sufficient to provide for transparency and public participation.	3.00
96.	The meeting materials provided to Board members are useful.	3.00
97.	There is adequate monitoring or follow-up of action items.	2.50
98.	The Board devotes sufficient meeting time to strategic and planning issues.	2.25
99.	The Board Chair refers to Robert's Rules of Order for procedures that are not set out by the Board's Rules.	2.50
	4.1 Board Competencies and Performance Areas	
100.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	2.67
101.	The Board has an effective working relationship with the City of Winnipeg.	2.67
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.	3.50
104.	The Board holds the Police Chief to account for the Service's performance in managing risk.	2.50
105.	The Board holds the Police Chief responsible for financial planning, control, administration and management of the Service's operating and capital budgets.	2.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
106.	The Board is provided with complete and open disclosure from the Police Chief on all financial and budget matters.	3.00
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.	2.67
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.	2.67
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.	3.00
111.	The information in WPS financial reports is helpful and easy to understand.	2.50
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.	2.00
114.	The Chair presides over Board meetings in accordance with the Board's Rules of Practice and Procedure.	3.67
115.	Board members conduct themselves in meetings in accordance with the Board's Rules of Practice and Procedure.	3.67
116.	Meeting discussion is restricted to issues that clearly belong to the Board.	3.00
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.	2.33
119.	There is adequate monitoring or follow-up of action items.	2.67
120.	The Board devotes sufficient meeting time to strategic and planning issues.	1.00
	4.1 Board's Overall performance	
121.	The Board has implemented an adequate governance structure.	0.00
122.	The Board provides effective stewardship of the WPS.	0.00
123.	The Board understands its roles and responsibilities.	0.00
124.	The Board understands the roles and responsibilities of its staff.	0.00
125.	The Board understands the roles and responsibilities of the Chief of Police.	0.00
126.	The Board understands the roles and responsibilities of the WPS.	0.00
127.	The Board has a clear mission and direction.	0.00
128.	As a whole, the Board has the skills, knowledge, and background needed to fulfill its responsibilities.	0.00
129.	Board workloads are reasonable.	0.00
	4.11 Strategic Planning	
130.	The Board sets the strategic direction for the WPS.	0.00
131.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	0.00
132.	The Board ensures that community perspectives and issues are addressed in the planning process.	0.00
	4.8 Policy Development	
133.	The Board establishes meaningful and effective policies for the management of the WPS.	0.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
134.	The Board creates, revises and issues policies in areas where it should.	0.00
135.	The Board reviews policies for which significant risks have been identified.	0.00
	4.6 Communication and Community Engagement	
136.	The Board acts as a liaison between the community and the WPS.	0.00
137.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	0.00
138.	The Board is recognized and understood by the general public.	0.00
	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.	0.00
140.	No individual member of the Board gives orders or directions to any police officer.	0.00
141.	The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	0.00
142.	The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief.	0.00
143.	The Board respects the restriction on its entitlement to sensitive information about individual investigations or intelligence files.	0.00
	4.1 Board Competencies and Performance	
144.	The Board understands the WPS mission.	2.00
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.	2.00
148.	The Board understands the roles and responsibilities of the Chief of Police.	2.00
149.	The Board understands the roles and responsibilities of the WPS.	3.00
150.	The Board has an effective working relationship with the Chief of Police.	0.00
151.	The Board has an effective working relationship with the WPS Executive and the Organizational Support Division.	3.00
152.	The Board provides effective leadership for the Chief of Police.	2.00
153.	The Board provides effective leadership for the WPS.	2.00
154.	Board members act in the best interests of the WPS and the community, free of partisan political influence.	1.00
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.	2.00
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.	2.00
158.	The Board cultivates a sense of group responsibility.	2.00
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.	1.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
162.	The Board provides orientation and training on its own policies and procedures.	0.00
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.	2.00
	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.	0.00
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.	3.00
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.	3.00
178.	The Board maintains an independent voice from senior WPS management.	3.00
179.	If conflict arises between the Board and the Police Chief, it is effectively managed.	2.00
	4.11 Strategic Planning	
180.	The Board consults with the Police Chief when establishing priorities and objectives for the WPS.	0.00
181.	The Board sets the strategic direction for the WPS.	0.00
182.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	0.00
183.	The Board ensures that community perspectives and issues are addressed in the planning process.	0.00
184.	The Board monitors implementation of the strategic plan and, when necessary, directs corrective action to the Police Chief.	0.00
	4.8 Policy Development	
185.	The Board establishes meaningful and effective policies for the management of the WPS.	0.00
186.	The Board creates, revises and issues policies in areas where it should.	0.00
187.	The Board reviews policies for which significant risks have been identified.	0.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
	4.10 Risk Management	
188.	The Board is fulfilling its oversight responsibility with respect to risk management for the WPS.	0.00
189.	The Board conducts an ongoing review of outstanding high-priority risk areas.	0.00
190.	The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	0.00
191.	The Board collaborates with the Police Chief to understand, quantify, prioritize, mitigate and monitor high impact risks.	3.00
	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.	3.00
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.	3.00
194.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	3.00
195.	The Board is fully engaged in the budget process – it is not a rubber stamp.	3.00
	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.	3.00
198.	The Board has an effective system for informing the community about its role.	3.00
199.	The Board hosts effective community consultations.	0.00
200.	The Board makes it convenient for citizens and community organizations to engage with the Board.	3.00
201.	The Board is recognized and understood by the general public.	2.00
202.	The Board effectively uses its meetings, reports and communications products to explain its work to the media.	2.00
	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.	3.00
204.	No individual member of the Board gives orders or directions to any police officer.	3.00
205.	The Board refrains from giving orders or directions on specific operational decisions, individual investigations, or the day-to-day operation of the WPS.	3.00
206.	The Board refrains from playing a role in the discipline or personal conduct of any police officer other than the Police Chief.	3.00
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.	2.00
209.	The Board's public meetings are sufficient to provide for transparency and public participation.	3.00
210.	There is adequate monitoring or follow-up of action items raised in Board and Committee meetings.	3.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
211.	The Board devotes sufficient meeting time to strategic and planning issues.	2.00
	4.1 Board Competencies and Performance Areas	
212.	The Board has a clear mission and direction.	2.40
213.	The Board ensures that community perspectives and issues are addressed in the planning process.	2.75
214.	The Board acts as a liaison between the community and the Winnipeg Police Service.	3.00
215.	The Board ensures that community needs and values are reflected in the policing priorities, objectives, programs and strategies.	2.75
216.	The Board is recognized and understood by the general public.	1.80
217.	The Board has an effective system for informing the community about its role.	2.20
218.	The Board hosts effective community consultations.	2.75
219.	The Board makes it convenient for citizens to engage with the Board.	2.40
	4.1 Board Competencies and Performance Areas	
220.	The Board has implemented an adequate governance structure.	1.00
221.	The Board provides effective stewardship of the WPS.	2.00
222.	The Board demonstrates accountability to Council through meaningful annual and periodic reporting.	1.00
223.	The Board has effective working relationships with City Council and its Standing Policy Committees.	1.00
224.	The Board has effective working relationships with the City of Winnipeg public service.	2.00
225.	Board members act in the best interests of the WPS and the community, free of partisan political influence.	1.00
226.	The Board makes decisions in a timely manner.	1.00
227.	The Board is comfortable making time-sensitive decisions, including in situations where there may be operational risks and/or limited information.	1.00
	4.5 Board-Chief Relationship	
228.	The Board maintains an independent voice from senior WPS management.	1.00
	4.11 Strategic Planning	
229.	The Board sets the strategic direction for the WPS.	1.00
230.	The Board is involved in strategic and business planning for the WPS at an appropriate level.	1.00
231.	The Board ensures that community perspectives and issues are addressed in the planning process.	1.00
	4.10 Risk Management	
232.	The Board establishes a contingency plan with Council to address the impact of unforeseen critical issues or expenditures.	1.00
	4.7 Financial Management	
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.	1.00

APPENDIX 1 – Questionnaire and Results

Question #	Board Competencies	Weighted Average
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.	2.00
235.	The information in WPS financial reports is helpful and easy to understand.	1.00
236.	The Board provides good financial stewardship of the WPS: budget oversight, monitoring and evaluation.	1.00
237.	The Board is fully engaged in the budget process – it is not a rubber stamp.	2.00

APPENDIX 2 – Compliance Checklist

WINNIPEG POLICE BOARD PERFORMANCE CRITERIA FOR THE FORMAL EVALUATION OF BOARD EFFECTIVENESS Last updated March 2025

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	Survey response in agreee rating (question 1)
Governance structure	MPC Manual	Survey response in disagree rating (question 2)
Stewardship	MPC Manual	Survey response in disagree rating, close to agreee rating (question 3)
Understanding of roles and responsibilities	MPC Manual	Survey responses in disagree rating, close to agreee rating (question 5)
Effective working relationships	MPC Manual	Survey responses in disagree rating (questions 9,10,11 & 12)
Leadership	MPC Manual	Survey responses in disagree rating (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	Survey response in disagree rating (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)	Survey response in disagree rating (questions 63)
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	Board staff provided support for compliance with this requirement. Survey responses in both disagree and agreee ratings (questions 58,60,61).
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	Survey response in disagree rating (questions 62)
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.
The Board completes an annual environmental scan.	Rules 36	Board staff provided support for compliance with this requirement.

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)	Survey response in disagree rating (question 68). Board staff provided support for compliance with this requirement.

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)	Survey response in disagree rating (questions 46 and 47). Board staff provided support for compliance with this requirement.
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	Survey response in disagree rating (questions 48,49,62,104 and 105). Board staff provided support for compliance with this requirement.
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	Board staff provided support for compliance with this requirement.
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.

APPENDIX 2 – Compliance Checklist

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	Survey response in agreed rating (question 175). Board staff provided support for compliance with this requirement.
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	Survey response in agreed rating (question 175). Board staff provided support for compliance with this requirement.
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	Survey response in disagree and agree ratings (questions 105,172,175). Board staff provided support for compliance with this requirement.
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	Survey response in disagree rating (question 104). Board staff provided support for compliance with this requirement.

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.
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.
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	Survey response in disagree rating (question 37). Board staff provided support for compliance with this requirement.
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	Survey response in disagree rating (questions 13,14). Board staff provided support for compliance with this requirement.
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	Survey response in agree rating (question 173). Board staff provided support for compliance with this requirement.
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	Survey response in disagree rating (question 78). Board staff provided support for compliance with this requirement.
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	Survey response in disagree and agree ratings (questions 54,107,176). Board staff provided support for compliance with this requirement.
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.

APPENDIX 2 – Compliance Checklist

The Board reviews policies for which significant risks have been identified.	MPC Manual 3.6	Survey response in disagree rating (question 65). Board staff provided support for compliance with this requirement.
The Board, in conjunction with the Police Chief, undertakes an annual systematic risk management audit.	MPC Manual, 3.6	Survey response in disagree rating (question 68). Board staff provided support for compliance with this requirement.
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.
The Board operates in accordance with the Manitoba Police Commission's policy and procedures manual.	PSA 35(1), MPC Manual 3.8	Survey response in agree rating (question 24). Board staff provided support for compliance with this requirement.
Board members familiarize themselves with the MPC Manual and abide by its policies and procedures.	MPC Manual, 3.8	Survey response in agree rating (question 23). Board staff provided support for compliance with this requirement.
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	Survey response in disagree rating (question 15). Board staff provided support for compliance with this requirement.
The Chair ensures the Board follows the Act, MPC policies and the Board's Rules of Practice and Procedure.	MPC Manual 4.1	Board staff provided support for compliance with this requirement.
The Chair maintains communication with all Board members.	MPC Manual 4.1	Survey response in disagree rating (question 38). Board staff provided support for compliance with this requirement.
Board members oversee and support the work of the Service.	MPC Manual 4.3	Survey response in disagree rating (question 14). Board staff provided support for compliance with this requirement.
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 character, physical abilities and other required attributes.	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	Survey response in disagree rating (questions 69 and 108). Board staff provided support for compliance with this requirement.
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)	Survey response in disagree rating (question 39). Board staff provided support for compliance with this requirement.
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)	Survey response in disagree rating (question 70). 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 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.
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	Survey responses questions 23 to 30 provide support for compliance with this criteria.

APPENDIX 2 – Compliance Checklist

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)	Survey response in disagree rating (question 79). Board staff provided support for compliance with this requirement.
Board members share information received from the Service with their fellow Board members in accordance with section 60 of the Rules.	Rules 60	Survey response in disagree rating (question 40). Board staff provided support for compliance with this requirement.
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)	Survey response in disagree and agree ratings (questions 55,177). Board staff provided support for compliance with this requirement.

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)	Survey response in disagree and agree ratings (questions 77,197,215). Board staff provided support for compliance with this requirement.

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)	Survey response in agree rating (questions 76,196,214). Board staff provided support for compliance with this requirement.

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)	Survey response in agree and highly agree ratings (questions 86,203). Board staff provided support for compliance with this requirement.
No individual member of the Board gives orders or directions to any police officer	PSA , 28(3)	Survey response in agree rating (questions 87,204). Board staff provided support for compliance with this requirement.

NO ROLE ON SPECIFIC MATTERS		
Duty/Requirement	Source	Solicitor Comments
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)	Survey response in agree and highly agree ratings (questions 86,88,203,204). Board staff provided support for compliance with this requirement.

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)	Survey response in agree and highly agree ratings (questions 86,206). Board staff provided support for compliance with this requirement.

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)	Survey response in agree and highly agree ratings (questions 90,207). Board staff provided support for compliance with this requirement.

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	Survey response in disagree rating (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	Survey response in the agree rating (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.
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.

APPENDIX 2 – Compliance Checklist

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	Survey responses in both highly disagree and disagree ratings (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)	Survey response in disagree rating (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.
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	Survey responses in both disagree and agree ratings (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 Part 8 of the Rules	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)	Survey response in disagree rating (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	

APPENDIX 2 – Compliance Checklist

Minimum of four police board meetings, spaced three months apart Beginning 2018 - The Board must meet at least once every three months	MPC Manual 4.6 By-law 14, MPC Manual 4.6	Board staff provided support for compliance with this requirement.
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.
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 support for 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 support for 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)	Survey response in disagree rating (question 91). Board staff provided support for compliance with this requirement.
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	Survey responses in both disagree and agree ratings (questions 92,114). Board staff provided support for compliance with this requirement.
Board members conduct themselves in meetings in accordance with subsection 16(1) of the Rules.	Rules 16(1)	Survey responses in both disagree and agree ratings (questions 92,114). Board staff provided support for compliance with this requirement.

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	Survey response in agree rating (question 24). Board staff provided support for compliance with this requirement.
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	Survey response in agree rating (question 26). Board staff provided support for compliance with this requirement.
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	Survey response in agree rating (question 26). Board staff provided support for compliance with this requirement.

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.
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.

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.

APPENDIX 2 – Compliance Checklist

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.
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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 Community Services, 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 Community Services.	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 sdeadlines 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 shall provide a quarterly update on the Board Budget and the Winnipeg Police Service Budget to the Standing Policy Committee on Finance and Economic Development for information.	By-law 24	Board staff provided support for compliance with this requirement.
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	Survey response agreed rating (questions 72,110,193). 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.
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.

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.

WINNIPEG POLICE BOARD EFFECTIVENESS EVALUATION – TERMS OF REFERENCE

The Winnipeg Police Board (Board) will undergo a formal evaluation of its effectiveness in 2025.

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.

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 pending the completion and receipt of outstanding questionnaires.

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.

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.

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.