# WINNIPEG POLICE BOARD

# 2013 ANNUAL REPORT



# Winnipeg Police Board
# 2013 Annual Report

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## Message from the Chair

On behalf of my colleagues on the Winnipeg Police Board, I am pleased to provide you with this report on the activities of the Board in 2013.

It was a pleasure and a privilege to have served as Chair in the Board's inaugural year. Our focus in 2013 was on establishing the organization, its budget, and its governance framework.

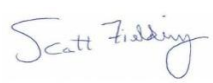
The relationship between the police and the government is a matter of fundamental constitutional significance. It is essential to our free and democratic society that policing actions not be directed by the government of the day, yet it is equally unacceptable for the police to be a law unto themselves.

*The Police Services Act*, C.C.S.M. c. P94.5, enacted in 2009, established a new framework for the governance of police services in Manitoba. Under this framework, municipal police boards play an important oversight role, promoting transparency and accountability in the delivery of policing services, without undermining the police services' independence in determining day-to-day operations.

An important duty of the Winnipeg Police Board is to act as a liaison between the community and the police service. The Board must also ensure that community needs and values are reflected in policing priorities, objectives, programs and strategies, and that police services are delivered in a manner consistent with community needs, values and expectations. For this reason, the Board has initiated plans for an extensive public engagement program in 2014, in support of the development of a new strategic plan for the Winnipeg Police Service.

Our vital work has just begun. I look forward to visiting with as many citizens of Winnipeg as possible during our consultations in locations throughout the City in the coming year.

Sincerely,



Scott Fielding

# 1. Introduction

## 1.1. Establishment of the Winnipeg Police Board

- The Winnipeg Police Board was established by City of Winnipeg By-Law No. 148/2012, which was passed on November 28, 2012, in accordance with *The Police Services Act,* C.C.S.M. c. P94.5 ("the Act").

- The Act specifies that, in the case of the City of Winnipeg, the police board must consist of at least seven members. Two of the members are to be appointed by the Lieutenant Governor in Council, and the other members are to be appointed by City Council.

- The Winnipeg Police Board By-Law ("the By-law) prescribes that the Board shall be composed of seven members, and five members shall be appointed by Council as follows:

    (a) the Mayor or his or her nominee, subject to ratification by Council, who shall also be appointed as Chair of the Board;

    (b) one (1) Councillor; and

    (c) three (3) Citizens.

- City Council appointed five Board members, designated Councillor Scott Fielding as the Chair of the Board, and appointed Paul Edwards as Vice-Chair, on May 22, 2013. The Province appointed one Board member on November 20, 2012 and a second on July 31, 2013. Before the Board's inaugural meeting on June 21, 2013, the first six Winnipeg Police Board members (five City appointees and one provincial appointee) were sworn in.

- The Act prescribes that the term of a council member on the police board ends when the person is no longer a member of the council; the term of a person appointed to the police board by council who is not a council member must be fixed in his or her appointment, but must not extend past the term of office of the council that made the appointment; and the term of a person appointed to the police board by the Lieutenant Governor in Council must be fixed in the order appointing the person, but must not exceed four years.

- The following Winnipeg Police Board members were appointed in 2013 and were in office as of December 31, 2013:

| Board Member | Appointed By | Term Expiry Date |
|---|---|---|
| Councillor Scott Fielding | Mayor's nominee (ratified by Council) | October 31, 2014 |
| Councillor Thomas Steen | City Council | October 31, 2014 |
| Mr. Paul Edwards | City Council | October 31, 2014 |
| Mr. David Keam | City Council | October 31, 2014 |
| Ms. Mary Jane Loustel | City Council | October 31, 2014 |
| Ms. Angeline Ramkissoon | Manitoba | July 31, 2017 |
| Ms. Leslie Spillett | Manitoba | November 20, 2016 |

## 1.2. Annual report requirements

- The Policy and Procedure Manual for Manitoba Police Boards developed by the Manitoba Police Commission ("the MPC Manual) prescribes that police boards must prepare annual reports on their work that include the following information:

a. a progress report on the strategic objectives, goals and/or tactics identified by the police board in their strategic plan;

b. highlights of activities and achievements throughout the year;

c. a breakdown of police service spending for the year, including the total amount of honoraria paid to each police board member (see policy 4.7 Remuneration);

d. a reporting of the number of police board meetings held in the fiscal year including private meetings; and

e. the minutes of any regular meetings of the police board in the form of an appendix to the annual report.

## 2. Strategic Plan Progress Report

### 2.1. Legislative and policy requirements

- The Act, the By-Law, and the MPC Manual all set out requirements related to the development of a strategic plan for the Winnipeg Police Service.

    - Section 28 of the Act provides that the Board must, after consulting with the police chief, establish priorities and objectives for the police service, and that the Board must ensure that community needs and values are reflected in the policing priorities, objectives, programs and strategies.

    - Section 21 of the By-Law requires that the Board "shall prepare an annual strategic plan which shall be submitted to Council for information through the Standing Policy Committee on Protection and Community Services."

    - Furthermore, the By-law requires that the Board hold a minimum of two public consultations annually to solicit citizen input on policing issues and priorities, in locations throughout the City. The Board has highlighted the importance and value of including a variety of perspectives from a number of locations in the City. A First Nations perspective, in particular, has been identified as a priority.

    - The MPC Manual outlines further requirements; namely that the Board must develop a multi-year strategic plan for the Winnipeg Police Service with vision and mission statements, long- and short-term objectives for the Service, and measurable performance indicators.

- The Board's inaugural meeting was in June 2013 and the Board's priorities for the fall of 2013 were establishing its governance framework and considering the 2014 financial requirements of the Winnipeg Police Service. As extensive public consultations will be required for the Board to fulfill its duty to ensure that community needs and values are reflected in the strategic plan, it was not feasible for the Board to prepare a strategic plan for the Winnipeg Police Service in 2013. However, this work will be the top priority for the Board in 2014.

## 2.2. Winnipeg Police Services' Strategic Plan Update

- The Winnipeg Police Service has developed a strategic plan for 2012-2014, entitled *The Roadmap* (published at: http://winnipeg.ca/police/press/docs/2012-2014_strategic_plan.pdf).

- This document provides a good starting point for the strategic planning process that the Board will carry out jointly with the Winnipeg Police Service in 2014.

- Community input from the public sessions conducted by the current Chief of Police will also inform this process.

- WPS' has provided the Board an update on the progress made in 2013 toward achieving the goals and implementing the action items identified in its current strategic plan. This update is attached as Appendix 1.

## 3. Winnipeg Police Board Activities and Achievements

The initial months of Board activity were focused on establishing the infrastructure necessary for the Board to function. A summary and timeline of key activities follows.

### 3.1. Staff recruitment and hiring

- **Interim Staffing**: A part-time policy and research analyst was contracted to support the interim administrative and policy needs of the Board in August 2013.

- **Executive Director:** A search committee of the Board was formed to recruit an executive director for the Board. The search committee was comprised of Councillor Fielding, Mr. David Keam, and Ms. Leslie Spillett. The Board received more than 60 applications for the executive director position, and hired Mr. Don Norquay, a former Deputy Minister in the provincial government with more than 28 years senior executive management experience. Mr. Norquay's appointment was ratified by the Board at its October meeting.

- The Board intends to hire a full time administrative assistant and a permanent Policy and Research Analyst to support the Executive Director.

### 3.2. Office Space and Technology Requirements

- Temporary office space was acquired on the main floor of the Council Building at City Hall to house Board staff. Permanent office space was located nearby, on the 9$^{th}$ floor of 457 Main Street.

- Renovations of the space were underway as of December 2013. The City's Municipal Accommodations Division was managing the office development. Technology requirements, including hardware, software, and information security, were being addressed through the City's Business Technology Services division.

### 3.3. Board Training and Development

- In May 2013, Councillor Fielding along with senior Winnipeg Police Service members and staff visited the **Edmonton Police Commission**, a well-established civilian police governance organization, to learn about its organization, policies, and practices, with the goal of applying this information to the Winnipeg Police Board's operations.

- The **Manitoba Police Commission** hosted training for Winnipeg Police Board members over four afternoons in September 2013 (September 3, 10, 17 and 24). This training is mandated by the Province and required by *The Police Services Act*.

- The **Winnipeg Police Service** hosted four orientation sessions, informally dubbed “Police 101,” for board members over four afternoons in October 2013 (October 1, 8, 22, 29). These sessions gave Board members an opportunity to become familiar with the structure and general operations of the WPS and to ask questions of senior WPS members.

- Councillor Fielding and Ms. Mary Jane Loustel attended the **Canadian Association of Police Boards (CAPB)** conference, held in Saskatoon, from August 15 to 17, 2013.The theme of the 2013 conference was "Bridging the Gap: Policing and Mental Health" and explored the relationship between police services and people suffering from mental illness. The conference also provided a valuable opportunity for members of the new Winnipeg Police Board to meet members of and learn from established Canadian civilian police governance organizations.

- Councillor Fielding also attended relevant sessions of the **Canadian Association of Police Chiefs** conference, which in 2013 was held in Winnipeg.

### 3.4. Board Memberships

- The Board procured membership in the Canadian Association of Police Boards, the primary organization for civilian police governance organizations in Canada.

### 3.5. Sub-Committees of the Board

- The Board formed two standing sub-committees:

    - **Budget and Finance Sub-Committee**, chaired by Mr. Paul Edwards, with Mr. David Keam and Ms. Leslie Spillett serving as members; and

    - **Governance Sub-Committee**, chaired by Ms. Mary Jane Loustel, with Councillor Thomas Steen and Ms. Angeline Ramkissoon serving as members.

- The Chair is an ex-officio member of both sub-committees. Terms of Reference for each sub-committee were developed and approved by the Board. The sub-committees met regularly through 2013 and provided reports at each regular meeting of the Board.

- Ad-hoc committees may also be formed from time to time; for example, a Strategic Planning Steering Committee was created in December 2013 (see item 3.7, Strategic Planning).

### 3.6. Policy and Procedure Manual

- A draft Policy and Procedure Manual was prepared, which complemented the MPC Manual and provided interim guidance to the Board in determining its practice and procedures.

- Under the direction of the Governance Committee, work commenced in late 2013 on detailed rules of practice and procedure, covering the exercise of all powers, duties and responsibilities of the Board and elaborating on the framework set out in the MPC Manual. The new rules will be determined subject to the requirements of the Act and will be in accordance with the MPC Manual. The rules will be advanced in stages for the consideration and formal adoption by the Board in the first half of 2014.

### 3.7. Strategic Planning

- In order to meet these requirements, at its meeting on December 6, 2013, the Board established a Strategic Planning Steering Committee, and appointed as its members Councillor Fielding (Chair), Mr. Paul Edwards, Ms. Mary Jane Loustel, and Ms. Leslie Spillett.

- In consultation with the Winnipeg Police Service, a framework for inclusive and effective strategic planning and public consultation is under development. Joint WPS–Board planning sessions are scheduled for early 2014, and an Environmental Scan is planned.

### 3.8. Budget

- One of the primary tasks of the Board is to fulfill the budget responsibilities set out in the legislation.

- Subsection 29(1) of the Act requires the Winnipeg Police Board to provide Council with an estimate of the costs required to operate the police service in the next fiscal year.

- Section 19 of the By-law requires that "the Board shall submit operating and capital estimates to Council that will show the amounts that will be required to maintain the Winnipeg Police Service and provide it with equipment and facilities. The format of the estimates, the period they cover, and the timetable for their submission shall be in accordance with City budget procedures."

- Council is responsible for establishing the total budget of the police service; the police board is responsible for allocating the funds that are provided to the police service under the City budget.

- At its December 6th meeting, the Board tabled operating and capital estimates, recommended that the 2014 Preliminary Capital Budget be approved, and recommended that Council approve the Board's proposed amendments to the 2014 Preliminary Operating Budget.

### 3.9. Operational Review of the Winnipeg Police Service

- In early 2013, the City of Winnipeg retained Matrix Consulting Group to conduct an operational review of the Winnipeg Police Service. The final report of this review was made public in late October 2013 and tabled at the Board's November meeting. The report contained more than 175 recommendations, which the Board agreed to review and consider as part of its strategic planning process for the Winnipeg Police Service.

- A second operational review, commissioned by the Canadian Police Association and authored by Dr. Curt Griffiths and Dr. Nahanni Pollard of Simon Fraser University, has not yet been made public. However, Dr. Griffiths made a presentation to the Board members on the recommendations of the report. The CPA also permitted the Board members to review the draft document and to make appropriate use of the information in the preparation of its environment scan, being prepared in support of the Board's strategic planning process.

## 4. Winnipeg Police Board Meetings

Board Meetings were held as scheduled on the following dates in 2013:

- June 21
- September 6
- October 15
- November 8
- December 6

As required by the Manitoba Police Commission's policies and procedures, please see Appendix 2 for the minutes of 2013 Board meetings.

## 5. Financial Information

**5.1.** 2013 Police Service Spending - Audited Statement of Revenues and Expenses is attached as Appendix 3.

**5.2.** 2013 Board Financial Statement - Audited Summary of Expenditures is attached as Appendix 4.

## 5.3. 2013 Board Member Remuneration Report

### 2013 Board Member Remuneration Report

**As of December 31, 2013**

| Board Members | 2013 Board & Committee Meetings Attended | Amount paid |
|---|---|---|
| David Keam - Board Member | 13 | 1,500.00 |
| Paul Edwards - Vice Chair | 14 | 2,660.00 |
| Mary Jane Loustel - Board Member | 17 | 1,936.00 |
| Leslie Spillett - Board Member | 15 | 1,718.00 |
| Angeline Ramkissoon - Board Member | 11 | 1,199.00 |
| **Total*** | | 9,013.00 |

* $1,391.00 of this total was paid in 2014

The Winnipeg Police Board By-Law provides for the following remuneration:
- Regular members: $109 for 4 hours or less or $192 for more than 4 hours
- Vice-Chair and Chair: $190 for 4 hours or less or $336 for more than 4 hours

# Appendix 1 – Winnipeg Police Service Strategic Plan Update



WINNIPEG POLICE SERVICE







# *Strategic Plan Report Card for 2013*




# *Vision, Mission and Service Values*

## Vision

A safer community built on strong, trusting relationships.

## Mission

*As members of the Winnipeg Police Service we are committed to making Winnipeg safer by:*

- Performing our duties with integrity, compassion and respect
- Building strong, trusting relationships with the community, because we can't do it all alone
- Enhancing our effectiveness so we can be there when we're needed the most, and
- Finding innovative ways to deliver our services

## Service Values

### Integrity

Acting in an open, honest and trustworthy way in all of our interactions with each other and the public

### Respect

Honouring individuals and diversity by showing compassion and tolerance to all people

### Citizen Focus

Conducting ourselves in a professional manner at all times, showing pride in service and commitment to serve the greater good

### Accountability

Making quality, ethical decisions that guide our individual and collective efforts, and accepting responsibility for our actions

### Courage

Serving on the street and in leadership roles, being ready to make tough decisions to valiantly protect people and their property

# *Message from the Chief*



On behalf of the Winnipeg Police Service (WPS), I am proud to present the annual Strategic Plan Report Card for 2013. In 2012, we presented a three-year Strategic Plan to outline a number of long term goals and how we were going to achieve them. The annual Report Card tracks our progress towards those goals and reinforces our commitment to communicate, to be accountable and to be transparent to the people of Winnipeg.

Ensuring public safety continues to be our primary goal. When we drafted our Strategic Plan in 2012, violent crimes were rising in Winnipeg. We set realistic goals when we devised our Violent Crime Reduction Strategy. Since 2012, we've seen violent crimes drop considerably and we are committed to continuing our efforts with our partners and the community in this regard. Thus, we have revised our violent crime reduction goals—details can be found in Strategy 1.1. Although we've seen crime rates drop over the past few years, we know that there's more to do.

Our Service must work closely with external partners to build relationships and thrive together. In the past year, the WPS started posting videos on YouTube©, as well as established a Twitter© platform. We embrace social media as a quick and direct means of reaching our partners and the public.

While we have made great technological advancements, we recognise that we have information and technology challenges ahead of us. We rely heavily on our Information and Technology Solutions Division (ITSD) to keep the WPS running while we go through changes. Because ITSD is instrumental in seeing major projects come together, we have not progressed as rapidly with our ITSD commitment as we had hoped when we initially produced the Strategic Plan. Projects such as the opening of the new canine facility, the new West District Station, and the preparation of the new Headquarters have been some of our foremost priorities.

Although the future looks exciting, we still have a long way to go. I look forward to working with you and all of our partners to achieve our common goal of living in a prosperous and safe city.

Devon Clunis
Chief of Police


UIS RIEL
CAPITAL CORPORATION


POLICE




WINNIPEG

## Long-term Goals and Action Items

### Public Safety

1.1 Implement a Violent Crime Reduction Strategy

1.2 Develop and Implement a Downtown Safety Strategy

1.3 Establish Key Performance Indicators Service-wide

1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models

1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy

### Investment in Our Members

2.1 Establish a Career Development Program for the Sworn and Civilian Sectors

2.2 Develop and Implement a Civilian Staffing Strategy

2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy

2.4 Streamline Disciplinary Processes

### Innovation and Technology

3.1 Adopt the Major Case Management Structure

3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs

3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design

### Relationship Building

4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population

4.2 Develop a Social Media Strategy for the Service

4.3 Review Our Partnerships with External Agencies

### Increased Efficiency / Return on Investment

5.1 Develop and Implement an Initiative Review and Approval Process

5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization

5.3 Develop an Asset Management and Equitable User Fee System to Ensure Our Sustainability

5.4 Develop a Budget Management Strategy

5.5 Examine General Patrol Deployment and Dispatch Model

## 1.1 Implement a Violent Crime Reduction Strategy

### 2012 Goals:

- Reduce violent crime across Winnipeg with a focus on Downtown and higher crime rate areas
- Reduce incidents of Sexual Assaults by 3% by 2014
- Reduce incidents of Assaults by 9% by 2014
- Reduce incidents of Strong-arm Robberies by 3% by 2014

### 2013 Outcomes:

- Violent Crimes dropped by 13.6% across Winnipeg from 2011 to 2013
- Sexual Assaults dropped by 24.8% across Winnipeg from 2011 to 2013
- Assaults dropped by 8.2% across Winnipeg from 2011 to 2013
- Strong-arm Robberies dropped by 25.8% across Winnipeg from 2011 to 2013

### Revised Goals for 2014:

- Reduce violent crime across Winnipeg with a focus on Downtown and higher crime rate areas
- Reduce incidents of Sexual Assaults from 2012 to 2014 by 20.4%
- Reduce incidents of Assaults from 2012 to 2014 by 13.5%
- Reduce incidents of Strong-arm Robberies from 2012 to 2014 by 38.7%

### 2013 Status:

A. **Action Achieved**

The WPS implemented a 16-person downtown foot patrol unit in 2012. This unit provides a visible police presence, as well as enhances downtown safety by arresting offenders and enforcing by-laws. The WPS has also increased efforts on traffic safety to further increase presence, visibility, and discourage potential offenders. This Action Item will be removed from Strategy 1.1 and tracking will continue on Strategy 1.2.

B. **Action Achieved**

The Organized Crime Division and the Major Crimes Division focused attention on the targeted suppression of gangs and gang violence.

The Homicide Unit investigated six gang-related homicides in 2013.

- Five of the homicides were successfully cleared by charge
- A total of seven gang members or associates were charged with these offences

The Major Crimes Units investigated 15 gang related acts of violence. These included: 11 shootings, three home invasions, and a stabbing.

- Twelve of these investigations were successfully cleared by charge
- Nineteen gang members or associates were charged with substantive criminal offences

The Street Crime Unit in conjunction with Probation Services focus resources on the most serious offenders, aggressively targeting known offenders that are subject to court imposed conditions.

C. **Action Achieved**

The WPS has developed, implemented and continues to enhance a Service-wide operating system that identifies persons and places of interest. This system is predicated on suppressing crime through strategic, proactive, and intelligence-led policing initiatives.

D. **Action Not Achieved**

Please refer to Action Item 3.3 for additional details on multi-unit residences. There has been no further development with the crime-free multi-housing program; however, a new supervisor will be assigned in 2014 to restart negotiations with key stakeholders.

The WPS has a liaison and an open channel of communication with the MLCC.

This Action Item will be removed from Strategy 1.1 and tracking will continue on Strategy 3.3.

E. **Action Achieved**

The WPS has been deploying two-person uniform units in providing a visible presence in the neighbourhoods where gang members live. In 2013 Street Crime members conducted over 2300 compliance checks on gang members residing in the city.

- 586 incidents investigated by Street Crime members resulted in substantive criminal charges
- The WPS focussed on conflicts between the Mad Cowz and B-Side Gangs, as well as the conflict between the Manitoba Warriors and the MOB gangs
- 132 active gang members were arrested and charged with substantive criminal charges

## 1.1 Implement a Violent Crime Reduction Strategy

| **1.1 Implement a Violent Crime Reduction Strategy** | Action Owner: ***Superintendent Danny Smyth***<br>Action Lead: ***Inspector John Lutz***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Establish and Enhance New Permanent Beat Foot Patrols | Establish new permanent beat patrol in Downtown and higher crime areas | Maintain or increase foot patrol hours<br>**Action Achieved** | **Revision:**<br>This Action Item will be removed from Strategy 1.1 and tracking will continue on Strategy 1.2 |
| B. Implement Project-based Initiatives | Conduct enforcement projects as required | Maintain or increase enforcement projects<br>Added focus on street gangs and the violence associated to street gangs<br>Work with Corrections and School Divisions on interventions efforts<br>**Action Achieved** | |
| C. Create High-value Target Suppression Database | Create database of identified high-value targets | Maintain Database<br>**Action Achieved** | Revision:<br>Further enhancements to the databank requires ITSD investment. ITSD does not have the resources available and further action is deferred until 2015 |
| D. Develop Crime Prevention Partnership Program | Work with partners to address problems in multi-unit residences<br>Work with MLCC Inspectors to address liquor abuse | Continue reducing problems in multi-unit residences<br>Maintain or increase enforcement of LCA offences<br>**Action Not Achieved** | Revision:<br>This Action Item will be removed from Strategy 1.1 and tracking will continue on Strategy 3.3 |
| E. Enhance High Visibility Beat Program | Use overlap projects to augment beat patrols | Maintain or increase use of overlap projects<br>**Action Achieved** | |

## 1.2 Develop and Implement a Downtown Safety Strategy

### Goals:

- Improve police presence in the downtown area by enhancing foot and bicycle patrols.
- Improve police presence at major events such as sports games, concerts and public arts.

### 2013 Status:

A. **Action Achieved**

A Patrol Sergeant has been temporarily assigned to act as the Safety Strategy and Major Events Coordinator in 2013.

An Event Plan for significant activities in the Sports and Entertainment District is still being used for all sport and concert events.

B. **Action Achieved**

Beat Patrol: The actual number of hours on patrol has exceeded 1300 hours. The WPS increased foot patrol in special attention areas as a result of public feedback from the Chief's community forums.

Bike Patrol: The actual number of hours on patrol has exceeded 500 hours.

C. **Action Achieved**

The WPS will continue to meet with the Downtown BIZ monthly and be available for consultation when required.

D. **Action Achieved**

The WPS has conducted a public opinion survey and the results have been published.

E. **Action Achieved**

To ensure consistant and coordinated approach to CPTED evaluations, the Community Relations Unit assumed oversight responsibility for the CPTED program from Division 11.

Action Item will be removed from Strategy 1.2 and tracking will continue on Strategy 3.3C



## 1.2 Develop and Implement a Downtown Safety Strategy

| **1.2 Develop and Implement a Downtown Safety Strategy** OurWinnipeg ™ | Action Owner: ***Superintendent Bill Fogg*** Action Lead: ***Inspector Scot Halley*** Action Analyst: ***Richard Puttenham*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Increase Police Presence at Major Events | Establish a full-time Safety Strategy and Major Events Coordinator position<br>Implement an Event Plan for significant events in the Sports and Entertainment District | Maintain increased presence<br>Maintain or increase resources for Event Plan<br>**Action Achieved** | **Revision:**<br>Add Coordinator position to complement |
| B. Enhance Foot Patrols | Increase foot patrol by 500 hours<br>Increase bicycle patrol by 500 hours | Maintain or increase foot and bicycle patrol hours<br>**Action Achieved** | **Revision:**<br>Engage foot and bike patrol into Smart Policing Initiative (SPI) |
| C. Coordinate Operations with Downtown Business Improvement Zone (BIZ) | Meet with BIZ organizations and Downtown partners quarterly | Maintain quarterly meetings<br>**Action Achieved** | Maintain quarterly meetings |
| D. Conduct Public Opinion Surveys for Downtown Users and Citizens | Develop and conduct public opinion survey | Conduct a public opinion survey of Downtown users and citizens<br>**Action Achieved** | **Revision:**<br>Conduct a public information session pursuant to *Police Services Act* in cooperation with Winnipeg Police Board |
| E. Increase Crime Prevention through environmental design (CPTED) Assessments | Train Division #11 Community Support Unit Supervisor in CPTED principles<br>Increase number of CPTED assessments | Maintain or increase number of CPTED assessments<br>**Action Achieved** | **Revision:**<br>This Action Item will be removed from Strategy 1.2 and tracking will continue on Strategy 3.3C |

## 1.3 Establish Key Performance Indicators Service-wide

### Goals:

- Establish Service-wide Key Performance Indicators which provide information to assist the WPS in pursuing its Vision

### 2013 Status:

A. **Action Not Achieved**

The monitoring and the evaluation of the KPIs in Uniform Operations is a function of the SPI initiative currently underway. Division Commanders meet weekly to discuss the SPIs taking place in their respective divisions. Performance evaluation forms part of the meeting.

B. ***Action in Progress***

Efforts have been made to establish performance measures for investigative units. ITSD has not had opportunity to develop the RMS system to establish KPIs.

C. ***Action in Progress***

Division 31 has developed KPIs in 2013 for implementation in 2014—other Administrative Divisions are deferred to 2015.

| **1.3 Establish Key Performance Indicators Service-wide** | Action Owner: ***Superintendent Danny Smyth***<br>Action Leads: ***Appropriate Division Commanders***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Establish and Entrench KPIs for Uniform Operations | Establish KPIs for Uniform Operations based on efficient queue management and patrol unit area ownership | Monitor and evaluate ITSD to develop KPI queries and reports<br>**Action Not Achieved** | **Revision:**<br>Presently, ITSD does not have resources to pursue this action. Action is deferred until 2015 |
| B. Establish KPIs for Criminal Investigative Bureaus | No action | Establish KPIs<br>***Action in Progress*** | **Revision:**<br>Presently, ITSD does not have resources to pursue this action. Action is deferred until 2015 |
| C. Establish KPIs for Administrative Divisions/Units | No action | **Revision:**<br>Establish KPIs for Records and Reports Management Division<br>**Action Achieved** | **Revision:**<br>Presently, ITSD does not have resources to pursue this action. Action is deferred until 2015 |

## 1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models

### Goal:

- Develop and implement efficient models using crime analyses that focus our resources

### 2013 Status:

A. **Action Achieved**

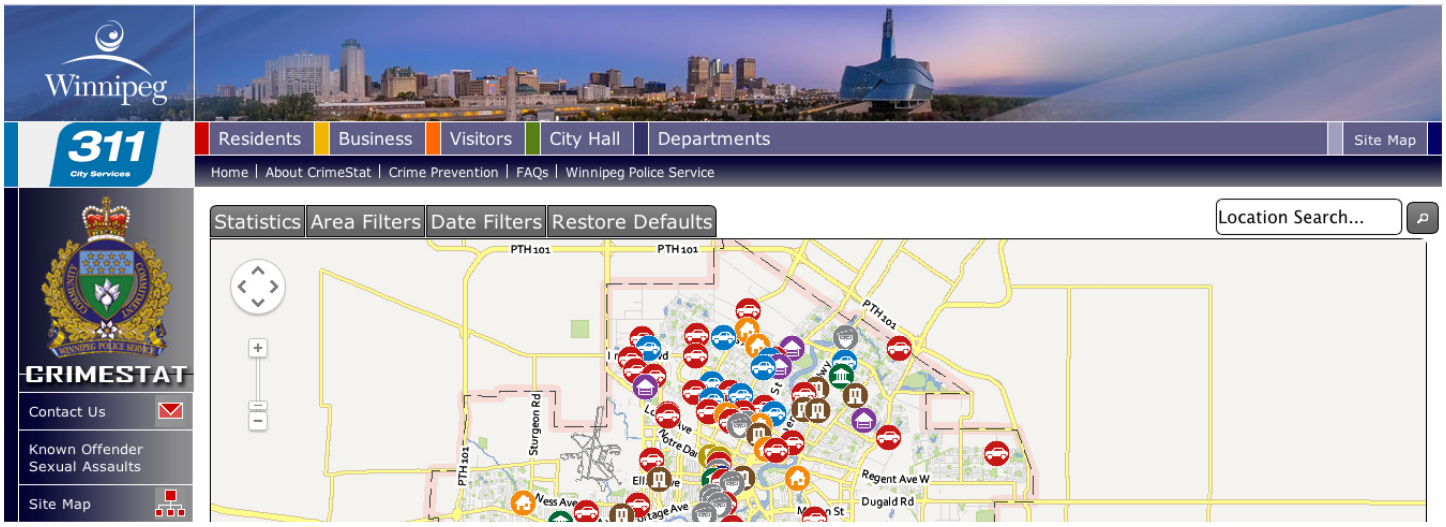
The WPS has recruited four additional Crime Analysts. The established Crime Analysis Unit now consists of:

- A Crime Analysis Supervisor
- Crime Analysts, and
- Crime Analysis Clerks.

**1.4 Implement Intelligence-led, Evidence-based and Predictive Policing Models**

Action Owner: ***Superintendent Danny Smyth***
Action Lead: ***Staff Sergeant Rhyse Hanson***
Action Analyst: ***Ray Yuen***

| | 2012 | 2013 | 2014 |
|---|---|---|---|
| A. Implement Intelligence-led, Evidence-based and Predictive Policing Models | Hire a consultant to determine resource requirements and allocation of Crime Analysts | Recruit and train Crime Analysts<br>**Revision:**<br>Establish a Crime Analyst Supervisor position<br>**Action Achieved** | Provide intelligence-led education for members<br>Practise better policing through intelligence-led analyses |



## 1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy

### Goals:

- Enhance road safety and the efficient flow of traffic by reducing impaired driving collisions/events, reducing distracted driving, reducing driving at excessive speeds
- Increase public education and awareness and fostering safer streets

### 2013 Status:

A. **Action Achieved**

In collaboration with external partnerships, the WPS continues to provide public education promoting safe driving. The WPS broadcast almost 700 airtime spots on local television stations.

In partnership with MPI, the Roadwatch program deployed 2200 hours of Impaired Driving Enforcement. The School Zone Safety program dedicated over 400 hours to enforce safe driving around schools. The Distracted Driving project dedicated 2250 hours of enforcement against distracted driving.

B. **Action Achieved**

A single, unified contact point has been established for reporting collisions. All minor collisions are reported to MPI and criminal collisions or collisions involving serious injury are reported to police.

C. **Action Not Achieved**

The WPS does not have the resources to assign a Crime Analyst to Traffic at this time.

D. **Action Cancelled**

The City of Winnipeg is not pursuing fee collection for parade and escort services at this time.

E. **Action Achieved**

Mandates have been clarified—Central Traffic Unit and Uniform Divisions are collaborating on traffic projects.



## 1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy

| **1.5 Implement and Maintain a Coordinated Traffic Enforcement Strategy** | Action Owner: ***Superintendent Keith Walker***<br>Action Lead: ***Inspector Mark Hodgson***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Increase Road Safety by Reducing Impaired Driving, Distracted Driving, and Speeding | Increase public education and awareness | Maintain or increase education and enforcement efforts<br>**Action Achieved** | Maintain or increase education and enforcement efforts |
| B. Develop an Efficient Traffic Collision Reporting System<br>Our Winnipeg ™ | Continue to liaise with MPI to develop a collision reporting and analysis process | Complete the reporting and analysis process<br>**Action Achieved** | |
| C. Use Intelligence-led Policing to Analyze Vehicle Collisions and Traffic Violations<br>Our Winnipeg ™ | No action | Assign the traffic portfolio to a Crime Analyst<br>**Action Not Achieved** | **Revision:**<br>Explore potential for assigning a Crime Analyst to the Central Traffic Unit |
| D. Reduce Resources Required for Parades and Escorts<br>Our Winnipeg ™ | Continue to liaise with Corporate Support Services to identify cost recovery opportunities | **Revision:**<br>The City of Winnipeg is not pursuing fee collection for parade and escort services at this time<br>**Action Cancelled** | |
| E. Clarify Central Traffic Unit Mandate and Coordination with Uniform Divisions | Develop a plan to assign responsibility and reduce overlap between Divisions | Monitor and review<br>**Action Achieved** | |

## 2.1 Establish a Career Development Program for the Sworn and Civilian Sectors

### Goal:

- Improve mentoring, leadership and supervisory development across all ranks, officers and civilians, to better enable career advancement and development

### 2013 Status:

A. **Action Achieved**

The WPS implemented training standards and combined newly promoted training with leadership training. This training is ongoing to all sworn and civilian members.

B. ***Action in Progress***

The WPS will introduce a pilot project and form a test group in 2014.

| **2.1 Establish a Career Development Program for the Sworn and Civilian Sectors** | Action Owner: ***Superintendent Keith Walker***<br>Action Lead: ***Inspector Allison Stephanson***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Improve Supervisor and Leadership Development | Establish training standards for all levels of supervisors | Implement training standards<br>Combine newly promoted training with leadership training<br>**Action Achieved** | **Revision:**<br>Conduct a survey with the members and review progress<br>Continue to expand leadership training by adding additional courses and partnering with the City of Winnipeg Employee Development Branch |
| B. Create and Implement a Plan Specific to Career Enhancement (Civilians and Officers) | Establish a Career Enhancement Plan | Implement the Career Enhancement Plan<br>Implement the Career Profiler Program<br>***Action in Progress*** | **Revision:**<br>Establish a pilot project and form a test group for the Career Profiler Program |

## 2.2 Develop and Implement a Civilian Staffing Strategy

### Goal:

- Increase civilian staffing to meet WPS needs and to civilianize positions not requiring sworn officers

### 2013 Status:

A. **Action Not Achieved**

The WPS underwent several audits with respect to the civilian complement. Based on the results of those audits, the WPS will look to increase civilian positions where necessary.

The WPS has formed a joint committee in cooperation with the Winnipeg Police Association to review potential positions that may be converted from police officer positions to civilian positions.

| **2.2 Develop and Implement a Civilian Staffing Strategy** | Action Owner: ***Superintendent Keith Walker***<br>Action Lead: ***Inspector Allison Stephanson***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Examine Civilian Position Requirements and Assess/Align with City of Winnipeg Civilianization Audit | Identify positions that can be civilianized<br>Seek funding for civilian positions<br>Recruit civilian members | Increase civilian complement based on need<br>Develop a civilian staffing strategy<br>Identify positions that can be civilianized<br>Determine optimal civilian staffing levels<br>**Action Not Achieved** | **Revision:**<br>Increase civilian complement based on need<br>Develop a civilian staffing strategy<br>Identify positions that can be civilianized<br>Determine optimal civilian staffing levels |

## 2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy

### Goal:

- Enhance support for our members

### 2013 Status:

A. *Action in Progress*

The full-time psychologist resigned in 2013. Subsequent recruitment efforts ensued for a replacement.

B. *Action in Progress*

One full-time Wellness Officer is on staff at Behavioural Health Services. In addition, three part-time Wellness Officers have received preliminary training. All Wellness Officers will have opportunities for additional training and professional development.

C. *Action in Progress*

A complement of 20 Peer Support Group members has been established. The WPS will continue to train its existing Peer Support Group members. The current group has completed minimum, baseline skills training and will receive ongoing professional development. Plans to expand the group and replace members who may be approaching retirement will be developed.

| **2.3 Develop an Enhanced and Sustainable Behavioural Health Strategy** | Action Owner: ***Service Psychologist, Dr. Naomi Berger***<br>Action Lead: ***Patrol Sergeant Ron Bilton***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Hire a Full-time Service Psychologist | Have full-time Psychologist in place | Maintain position<br>***Action in Progress*** | Maintain position |
| B. Develop Additional Wellness Officers | Select additional Wellness Officers and provide appropriate training | Continue to develop members and blend into operations<br>Continue training for full-time and part-time Wellness Officers<br>***Action in Progress*** | **Revision:**<br>Continue to provide training and professional development opportunities to Wellness Officers |
| C. Enhance the Peer Support Group | Increase the Peer Support Group number to 40 | Bring the Peer Support Group to a fully functional status and maintain regular Group meetings<br>***Action in Progress*** | **Revision:**<br>Maintain Peer Support Group<br>Enhance training for Peer Support Group and explore expansion possibilities<br>Assess awareness and use of Peer Support services. Develop strategies to promote the Peer Support program to WPS staff |

## 2.4 Streamline Disciplinary Processes

### Goal:

- Streamline the disciplinary processes and provide members with an appropriate, ethical decision-making guide

### 2013 Status:

A. ***Action in Progress***

The WPS is in the process of developing a comprehensive discipline procedure encompassing Professionalism, Early Intervention, Wellness, the Choices Campaign, Performance and Dress & Deportment under one umbrella.

The WPS is developing the Professional Conduct Policy. One of the Policy goals is to expedite the discipline process by providing an option for Informal Process Consideration. Baselines have not yet been established.

A working committee has been put in place by the Executive to deal with "Professionalism and Wellness." Part of the Committee's mandate is to acquire a software program for the WPS to enable the tracking required to implement the Professional Conduct Policy.

B. **Action Achieved**

The Professional Standards Unit has been providing educational seminars to the members promoting professional conduct. The multi-faceted and specially designed presentations teach professionalism to the membership on a personal basis.

"Choices Campaign" is a multi-media professionalism/ wellness campaign that is anticipated to run for 18-24 months with new messaging being conveyed on a bi-monthly basis.

| **2.4 Streamline Disciplinary Processes** | Action Owner: ***Superintendent Bill Fogg***<br>Action Lead: ***Inspector Rich Lowen***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Review Rules and Regulations, Examine Terminology, and Employ Education-based Discipline | Develop a comprehensive discipline procedure | Implement procedure – adjust as necessary<br>Integrate education-based discipline into discipline process<br>Reduce discipline process times and establish baselines<br>Adopt the Professional Conduct Policy and implement the requisite performance documentation process<br>***Action in Progress*** | **Revision:**<br>Implement Professional Conduct Policy |
| B. Develop an Educational Strategy that Enhances Professionalism | Implement educational components<br>Develop a new code of ethics | Maintain educational component as required<br>Expand the educational seminars to include multi-media distribution and video presentations<br>**Action Achieved** | |

## 3.1 Adopt the Major Case Management Structure

### Goals:

- Acquire and implement Major Case Management (MCM) software
- Educate members on MCM structure and incorporate into processes

### 2013 Status:

A. **Action Achieved**

The WPS purchased MCM software, trained members in its usage, and developed a pilot project.

B. **Action on Hold**

Expansion of the MCM software requires the development of an interface. ITSD will not have the resources to develop software until after the transition to the new Headquarters.

| **3.1 Adopt the Major Case Management Structure** OurWinnipeg ™ | Action Owner: ***Superintendent Danny Smyth*** Action Lead: ***Superintendent Gord Perrier*** Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Research and Purchase MCM Software and Process as Investigative Tools | Identify and evaluate available MCM software | Purchase and Implement MCM software<br>Train appropriate members on MCM usage<br>Monitor and evaluate MCM pilot project<br>**Action Achieved** | **Revision:** Defer further action to 2015 |
| B. Expand Software into Information Retention / Corporate History / Records Management and Explore Applicability to Executive Document Tracking Processes | No action | Adapt processes to MCM software<br>Expand the MCM software for the Executive document tracking process<br>Develop interface between software products<br>**Action on Hold** | **Revision:** Defer further action to 2015 |

## 3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs

### Goals:

- Ensure public safety by keeping pace with current technology
- Improve public access to police processes through technological and electronic means

### 2013 Status:

A. *Action in Progress*

The WPS currently has an Information Technology mandate and working groups that meets regularly to ensure that our systems continue to focus on public safety and meet business needs.

The WPS is in the process of assessing a suitable complement to the permanent ITSD Steering Committee.

B. *Action in Progress*

WPS ITSD does not have resources to develop an online fee collection system. The WPS will attempt to partner with other City of Winnipeg departments for fee collection.

**Action Cancelled**

The City of Winnipeg rejected the application to amend applicable By-laws.

C. **Action Achieved**

The WPS introduced the Citizen Online Reporting System to receive online reports for property and vehicle damage, lost property, theft and theft from vehicles.

**3.2 Develop a Strategy that Will Address Our Current and Future Information Technology Needs**

Action Owner: ***Superintendent Jim McIsaac***
Action Lead: ***Manager of Information & Technology Solutions***
Action Analyst: ***Ray Yuen***

| | 2012 | 2013 | 2014 |
|---|---|---|---|
| A. Develop a Mandate on How/When to Invest in New Technology and Upgrade Current Technology Based on the WPS's Needs | Adhere to ITSD mandate with a focus on public safety and maintaining essential services<br>Maintain capacity for mission critical services | Continue decision-making through ITSD Steering Committee<br>Form a permanent ITSD Steering Committee<br>***Action in Progress*** | Continue decision-making through ITSD Steering Committee |
| B. Develop Online Permit Process (Noise, Parade, Alarm, etc) | Assess process of integrating online applications with fee collection and permit issuance | Assess programs suitable for online permit process<br>***Action in Progress***<br>Seek to amend applicable By-laws<br>**Action Cancelled** | **Revision:**<br>Seek partnership with other City of Winnipeg departments for fee collection |
| C. Develop and Implement Electronic Reporting Process | In progress | Complete implementation of process<br>**Action Achieved** | |

## 3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design

### Goals:

- Reduce the number of calls for service to multi-housing residences
- Develop and implement a community-based crime prevention and reporting mechanism for citizens
- Review the WPS's ability to perform CPTED evaluations to help reduce crime

### 2013 Status:

A. **Action Not Achieved**

No further development with the Crime-free multi-housing program.

A new Supervisor will be assigned in 2014 to restart negotiations with key stakeholders.

B. ***Action in Progress***

The Citizens' Action Network (CAN) continues to be a conduit for citizen's complaints to the WPS. CAN Coordinators were registered in Divisions #11 – 14.

C. ***Action in Progress***

To ensure consistent and coordinated approach to CPTED evaluations, the Community Relations Unit assumed oversight for the CPTED program from Division #11.

A Supervisor from the Community Relations Unit completed Advanced CPTED Training and was designated as the Program Coordinator.

A CPTED Course was held in May 2013 with 60 participants including members from partner agencies.

Four (4) CPTED assessments were completed by the WPS Crime Prevention Section in 2013.



## 3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design

| **3.3 Adopt New Crime Prevention Initiatives that Involve Formal Planning and Environmental Design** | Action Owner: ***Superintendent Keith Walker***<br>Action Lead: ***Inspector Mark Hodgson***<br>Action Analyst: ***Richard Puttenham*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Incorporate a Crime-free Multi-housing Program | Research principles of Crime-free Multi-housing Program | Establish Crime-free Multi-housing Program<br>**Action Not Achieved** | **Revision:**<br>Assign a Supervisor to build program |
| B. Develop CAN to Consolidate Crime Prevention Initiatives with Communities OurWinnipeg ™ | Establish CAN program | **Revision:**<br>Monitor and analyse effectiveness of CAN, and provide recommendations<br>***Action in Progress*** | **Revision:**<br>Review the effectiveness of the program and implement recommendations to enhance the program |
| C. Review Capacity to Conduct CPTED Evaluations OurWinnipeg ™ | Review current Service capacity to conduct CPTED assessments<br>Determine need for additional CPTED trained members | Conduct CPTED training for members as determined by needs assessment<br>***Action in Progress*** | **Revision:**<br>Review current and future need for WPS trained members to conduct CPTED evaluations |



## 4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population

### Goal:

- Increase and maintain diversity of our members

### 2013 Outcomes:

From the latest available data (2006), the Labour Market Availability for Indigenous Police Officers is 10.6%. In 2013, the WPS complement has 10.5% of members who self-declared as part of an Indigenous group.

The Labour Market Availability for Visible Minority Police Officers is 6.4%. In 2013, self-declared Visible Minority groups made up 6.8%.

### 2013 Status:

A. **Action Achieved**

The Community Relations Unit attended 87 meetings in 2013 with underrepresented and Indigenous groups. The WPS advertises recruitment opportunities in mainstream newspapers, as well as ethnic publications.

The Community Relations Unit attended/presented over a dozen training sessions to underrepresented and Indigenous groups.

B. **Action Achieved**

The WPS hosts and attends numerous activities with underrepresented groups. Some of the underrepresented groups include Indigenous peoples, LGBT* groups, Filipino groups, women's groups, youth groups, school groups, among others. The WPS attended 15 ceremonies, delivered 21 public presentations, and attended 38 public events centred on underrepresented peoples.

C. **Action Achieved**

The WPS's Diversity Relations Section is working with The City of Winnipeg's Wellness and Diversity Branch in providing bias-free training to hiring and selection panels. All hiring and selection panel members must undergo bias-free training.



## 4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population

| **4.1 Promote and Develop Recruitment Opportunities Reflecting a Dynamic and Diverse Population** | Action Owner: ***Superintendent Keith Walker***<br>Action Lead: ***Inspector Mark Hodgson***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Continue to Support Educational Opportunities for Indigenous Peoples and Recent Immigrants to enable Employment with the WPS, and Ensure Diversity of Our Membership<br>OurWinnipeg ™ | Measure diversity levels of the Service vis-à-vis Winnipeg's population | Seek out opportunities to meet with underrepresented peoples<br>Participate in training opportunities for Indigenous and immigrant groups<br>**Action Achieved** | **Revision:**<br>Continue efforts to recruit underrepresented peoples |
| B. Maintain Presence on Newcomers' Working Group | Act as a positive and proactive group building relationships between the WPS and diverse communities<br>Act as an outreach group for recruiting | Develop activities, projects and events<br>**Action Achieved** | Maintain presence on Newcomers' Working Group |
| C. Provide Training for Members of Hiring and Selection Panels | Continue to deliver bias-free selection training | Continue to deliver bias-free selection training<br>**Action Achieved** | |

## 4.2 Develop a Social Media Strategy for the Service

### Goal:

- Develop social media as a communications tool with accompanying police and procedure

### 2013 Status:

A. **Action Achieved**

The WPS has aligned with the City of Winnipeg's social media protocols. The WPS is currently using YouTube© to distribute videos. The WPS has almost 1000 followers on YouTube© with over a half-million views. The WPS has launched its Twitter© platform and is releasing real-time updates. The WPS has over 5000 followers and has issued over 1000 Tweets.

B. ***Action in Progress***

The WPS is in the final stages of publishing a social media policy.

| **4.2 Develop a Social Media Strategy for the Service** | Action Owner: ***Superintendent Gord Perrier***<br>Action Lead: ***Public Information Office***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Expand our capacity to use Social Media | Determine our current and future opportunities | Integrate social media into our Public Information programs<br>Launch social media properties<br>Enhance social media exposure and continue to explore social media platforms<br>**Action Achieved** | **Revision:**<br>Explore expansion into new social media platforms |
| B. Regulate Social Media Usage within the WPS | Develop policy and procedure on member usage of social media | Complete and publish policy and procedure<br>***Action in Progress*** | **Revision:**<br>Increase the number of YouTube© subscribers and the number of Twitter© followers |

## 4.3 Review Our Partnerships with External Agencies

### Goal:

- Enhance service to the citizens of Winnipeg through our various working partnerships

### 2013 Status:

A. *Action in Progress*

The WPS is in the process of developing a list of partnerships and their liaisons. The WPS currently has members participating with over 100 external partner groups.

B. Action Not Achieved

The WPS will assess the value of our partnerships and our presence on Boards and Committees, pending the finalisation of the list.

| **4.3 Review our Partnerships with External Agencies** | Action Owner: ***Superintendent Keith Walker***<br>Action Lead: ***Inspector Mark Hodgson***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Keep Current on Statuses of All External Partners and Potential Partners | Identify and publish a list of current partners<br>Develop criteria for entering into partnerships<br>Establish a list of liaisons for current and potential partners<br>Assess value of current or potential partnerships | **Revision:**<br>Identify and publish a list of current partners<br>Establish a list of liaisons for current and potential partners<br>***Action in Progress*** | **Revision:**<br>Maintain list and keep up-to-date |
| B. Determine the Value of Members' Presence on Boards and Committees | Create an inventory of Boards and Committees to which members are assigned<br>Identify potential Boards and Committees that will benefit from the presence of members of the WPS | **Revision:**<br>Determine the Value of Members' Presence on Boards and Committees<br>**Action Not Achieved** | **Revision:**<br>Review to determine if partnerships provide benefit to the WPS, the partner, or the community |

## 5.1 Develop and Implement an Initiative Review and Approval Process

### Goals:

- Increase the efficiency for submitting reports and providing time sensitive feedback
- Define the appropriate levels of authority and accountability throughout the WPS

### 2013 Status:

A. **Action Achieved**

The new Superintendent Group has adopted the Administration Reports Model and it was implemented in 2012.

B. **Action Achieved**

Superintendent Weekly Business Rules were approved and implemented in 2012.

C. ***Action in Progress***

In 2012 the WPS Executive approved the dissemination of accountability and authorization down the chain of command to the level of Superintendent. The Superintendent Group is responsible for streamlining and authorization of new initiatives.

All new changes to the WPS Procedure Manual are reviewed to ensure the appropriate level of accountability and authorization is suitable.

D. ***Action in Progress***

Gap Analyses involving key Stakeholders within the WPS were conducted on how the Research & Development Unit disseminates procedure manual changes for review and approval. The majority concurred with current review and approval process.

A working group consisting of Research & Development, WPS Legal Counsel, Strategic Initiatives and Human Resources has been formed to examine method for amending directives and the approval process.

| **5.1 Develop and Implement an Initiative Review and Approval Process** | Action Owner: ***Superintendent Gord Perrier***<br>Action Lead: ***Manager Pat de Jong***<br>Action Analyst: ***Richard Puttenham*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Formally Recognize the Internal Administrative Report Process | Review current practice for submission of reports and feedback, and provide new model for Executive approval | Implement streamlined submission and feedback system for reports<br>Establish levels of authority for reports<br>**Action Achieved** | **Revision:**<br>Review the Administrative Report Process regarding the Winnipeg Police Board |
| B. Entrench the Superintendent Group as the Main Filtering Mechanism for New Initiatives | Develop Business Rules regarding initiative approval process | Implement and adjust as necessary<br>**Action Achieved** | |
| C. Ensure Clarity of Authority, Accountability and Capacity as they Relate to New Initiatives | Establish approved levels of authority and accountability | Review implemented changes<br>***Action in Progress*** | **Revision:**<br>Implement changes |
| D. Review Levels of Approval required throughout Procedure Manual | Review current levels of approval within policy and procedure | Establish criteria for approval<br>***Action in Progress*** | **Revision:**<br>Implement recommendation(s) of R&D committee |

## 5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization

### Goals:

- Ensure our units are efficient and effective, and operating with clear mandates
- Ensure an equitable span of control throughout our organizational structure

### 2013 Status:

A. **Action Achieved**

The WPS has reviewed policy statements and mandates for all divisions and units. Because of organizational alignment changes, a further review will be required.

B. **Action Achieved**

The WPS realigned a number of Criminal Investigation Units, as well as its Training and Organizational Development and Support Divisions.

C. **Action Achieved**

The WPS has defined a procedure for Pilot Projects. Proposed Pilot Projects must contain critical information, clear dates for evaluation, a defined end date for the project, and specify project ownership.

The WPS Superintendent Group determines the viability of proposed pilot projects. This group will give final evaluation and determine whether a pilot project becomes a permanent WPS process, or be terminated after its life cycle.

**5.2 Conduct a Review of Unit Mandates and Analyze the Current Structure of Our Organization**

Action Owner: ***Superintendent Bill Fogg***
Action Lead: ***Inspector Gord Friesen***
Action Analyst: ***Ray Yuen***

| | 2012 | 2013 | 2014 |
|---|---|---|---|
| A. Review Mandates and Their Adherence Service-wide | Review current policy statements and in-house mandates | Adjust alignments and eliminate duplication and overlaps<br>**Action Achieved** | **Revision:**<br>Review mandates as a result of division reorganization |
| B. Review / Adjust Specialty Units and Sections | Review Units according to needs, mandates and priorities | Adjust as necessary<br>**Action Achieved** | **Revision:**<br>Review gaps and overlaps as a result of division reorganization |
| C. Define Project Ownership | Establish an authority, accountability and capacity process | Continue to review, terminate, extend or renew projects<br>Develop a procedure for creating and authorising pilot project proposals<br>**Action Achieved** | |

## 5.3 Develop an Asset Management and Equitable User Fee System to Ensure Our Sustainability

### Goal:

- Increase efficiency and reduce waste across the WPS

### 2013 Status:

A. **Action Achieved**

The WPS established a working group to assess cost recovery for the Controlled Drugs and Substance Act, and for 911.

B. **Action Achieved**

The WPS is continuing to monitor and adjust fees to cover costs. This is done annually through the Fees and Revenue Schedule with the City of Winnipeg's Corporate Support Services Department.

C. **Action Achieved**

The WPS implemented an Online Criminal Record Check Process.

**Action Cancelled**

The City of Winnipeg rejected an application for parade fees. The WPS ITSD does not have the resources to develop an online fee collection system.

D. ***Action in Progress***

The Finance Division of the WPS took over Asset Management and is developing processes regarding disposals. Further inventory audits will occur with the move into the new Headquarters.

| **5.3 Develop an Asset Management and Equitable User Fee System to Ensure Our Sustainability** | Action Owner: ***Superintendent Jim McIsaac***<br>Action Lead: ***Controller Ron Smolik***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Develop a working group to implement all accepted recommendations from the WPS Cost Recovery Audit | Determine timelines for list of audit recommendations | Run cost / benefit analyses to determine feasibilities<br>Develop working group<br>**Action Achieved** | |
| B. Implement Cost Recovery Opportunities from Programs | Examine cost recovery opportunities | Adjust or delete programs that are not cost efficient<br>Continue implementation<br>**Action Achieved** | |
| C. Develop Online Permit / Parade / Noise / Alarms Process and Criminal Record Checks | In progress | Complete Online Criminal Record Check Process<br>**Action Achieved**<br>Develop an online alarm permit process<br>**Action Cancelled** | |
| D. Enhance Daily Tracking of Police Inventory | Employ inventory tracking program | Maintain inventory records and establish purchase/ movement best practices<br>***Action in Progress*** | Maintain purchase/movement best practices |

## 5.4 Develop a Budget Management Strategy

### Goal:

- Improve authorising of overtime and reduce inefficient use of resources

### 2013 Status:

A. **Action Achieved**

The Budget Management Process has been implemented and senior management is reporting on this monthly.

The WPS is finding ways to increase efficiencies by reviewing the expansion potential of the Budget Management Process to lower levels of management.

| **5.4 Develop a Budget Management Strategy** | Action Owner: ***Superintendent Jim McIsaac***<br>Action Lead: ***Controller Ron Smolik***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Implement the Budget Management Process | Develop and Implement Process<br>Train authorised officers in Process | Monitor strategy<br>Expand Budget Management Process<br>**Action Achieved** | **Revision:**<br>Maintain or increase efficiencies |



## 5.5 Examine General Patrol Deployment and Dispatch Model

### Goal:

- Maximize the efficiency of WPS deployment of resources

### 2013 Status:

A. **Action Achieved**

The WPS completed its transition to a four-district model to better deploy its resources. SPI is continuing to play a larger role in determining the deployment of Uniform Operations.

The WPS has deployed specialised units in high-crime areas.

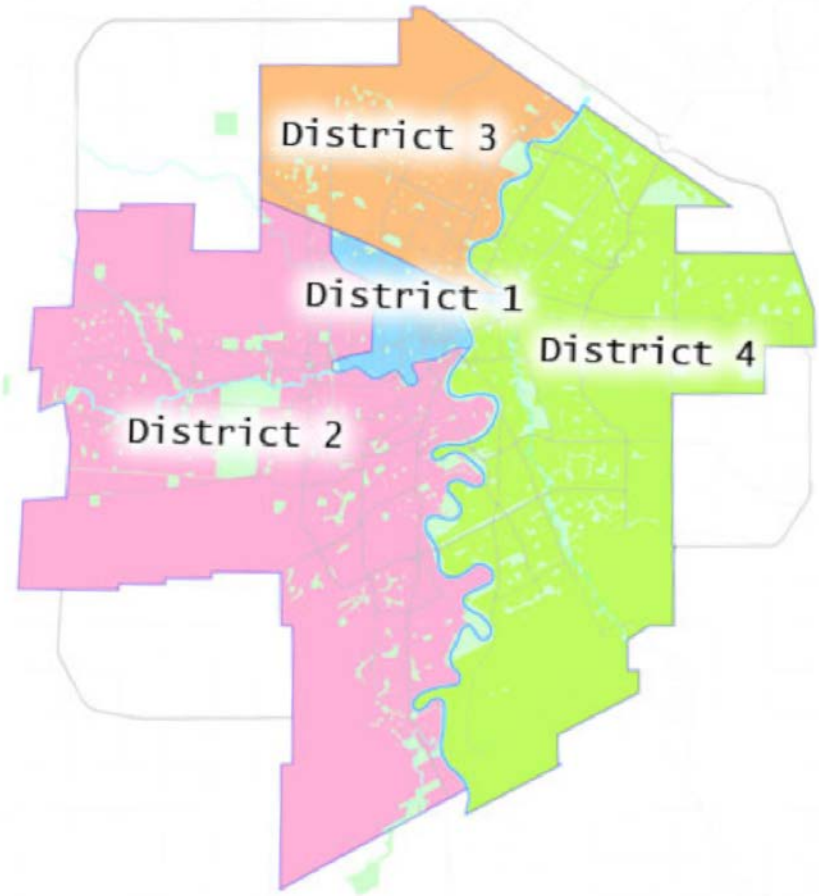
Patrol Sergeants shifts have been realigned to increase supervision and accountability. This shift will ensure supervisory presence, manage overtime more efficiently, and increase usage of SPI.

The WPS has recruited additional Crime Analysts and is in the process of developing the Crime Analysis Unit.

| **5.5 Examine General Patrol Deployment and Dispatch Model** | Action Owner: ***Superintendent Bill Fogg***<br>Action Lead: ***Inspector Greg Burnett***<br>Action Analyst: ***Ray Yuen*** | | |
|---|---|---|---|
| | **2012** | **2013** | **2014** |
| A. Conduct a Review of WPS resource deployment and dispatch | Conduct a review of dispatch procedure<br>Conduct a review of Patrol Unit Area boundaries | Implement Pilot Project for Specified Uniform Operations Division<br>Deploy specialised units<br>Adjust schedules<br>Hire Crime Analysts<br>**Action Achieved** | **Revision:**<br>Action Item 5.5 will be removed from the 2014 Report Card and merged with Action Item 1.2 |

## Glossary

- **CAN:** Citizen's Action Network
- **CPTED:** Crime Prevention through Environmental Design
- **ITSD:** Information and Technology Solutions Division
- **KPI:** Key Performance Indicators
- **LCA:** *The Liquor Control Act* – C.C.S.M. c. L160
- **LGBT*:** Lesbian, Gay, Bisexual, Transgender, Two-Spirt, Queer, Questioning
- **MCM:** Major Case Management
- **MLCC:** Manitoba Liquor Control Commission
- **MPI:** Manitoba Public Insurance
- **OurWinnipeg™:** The City of Winnipeg Long Term Plan
- **Overlap:** The transition between platoon duty where both platoons are on active duty simultaneously.
- **SPI:** Smart Policing Initiatives
- **WPS:** Winnipeg Police Service
- **Winnipeg Police Districts:** In 2003, City Council approved a plan by the Winnipeg Police Service to proceed with a Four District Model, from the former Six District Model. The East District Station opened in autumn of 2008 and was the first step in consolidating two former stations. The West District Station, located on 2321 Grant Avenue, opened in autumn of 2013 and consolidated the former stations at 210 Lyle Street and 1350 Pembina Highway. The opening of the West District Station completes the transition to a Four District Model.






# WINNIPEG POLICE SERVICE

**Winnipeg Police Service**

Public Safety Building • P.O. Box 1680 • Winnipeg • Manitoba • R3C 2Z7

www.winnipeg.ca/police

## Appendix 2 – Winnipeg Police Board Meeting Minutes

Please refer to the following links to access the documents cited in the minutes.

Winnipeg Police Board – Policy and Procedure Manual
http://www.winnipeg.ca/CLKDMIS/ViewDoc.asp?DocId=12929&SectionId=&InitUrl=

Operational Review of the Police Service – City of Winnipeg, Manitoba
http://www.winnipeg.ca/cao/media/imageLinks/OperationalReview_WPSFinalReport.pdf

City of Winnipeg – 2014 Preliminary Budget – Operating and Capital – Volume 1
http://winnipeg.ca/Finance/files/2014PreliminaryBudgetVolume1.pdf

City of Winnipeg – 2014 Preliminary Budget – Capital Project Detail – Volume 2
http://winnipeg.ca/Finance/files/2014PreliminaryBudgetVolume2.pdf

Council Building
510 Main Street
June 21, 2013

A Meeting of the Winnipeg Police Board was held this day at 11:07 a.m.

| | |
|---|---|
| Members of the Board: | Councillor Fielding, Chairperson<br>Councillor Steen<br>Paul Edwards, Vice Chairperson<br>Mary Jane Loustel<br>David Keam |
| Winnipeg Public Service: | Mr. S. Armbruster, Manager of Special Projects<br>Chief D. Clunis, Winnipeg Police Service |

**Minutes – Winnipeg Police Board – June 21, 2013**

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1. 2013 Schedule of Meetings – Winnipeg Police Board
2. 2013 Budget – Winnipeg Police Board
3. Appointment of Executive Director Search Sub-committee

**ADJOURNMENT**

**Minutes – Winnipeg Police Board – June 21, 2013**

## REPORTS

**Minute No. 1 2013 Schedule of Meetings – Winnipeg Police Board**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board adopted the following schedule of meeting dates for the year 2013:

Friday, September 6
Tuesday, October 15
Friday, November 8
Friday, December 6

Regular meetings are to commence at 9:30 a.m.

The meetings will be held in the Council Building, 510 Main Street.

**Minutes – Winnipeg Police Board – June 21, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the following 2013 schedule of meeting dates be adopted:

Friday, September 6
Tuesday, October 15
Friday, November 8
Friday, December 6

Regular meetings are to commence at 9:30 a.m.

The meetings will be held in the Council Building, 510 Main Street.

Carried

**Minutes – Winnipeg Police Board – June 21, 2013**

## REPORTS

**Minute No. 2 2013 Budget– Winnipeg Police Board**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board adopted the attached 2013 Budget.

**Minutes – Winnipeg Police Board – June 21, 2013**

DECISION MAKING HISTORY:

Moved by David Keam,

That the attached 2013 Budget for the Winnipeg Police Board be adopted.

Carried

**Police Board - 2013 Financial Projection, as at May 31, 2013**

| | 2013 BUDGET | | 2013 ACTUALS (TO MAY 31) | | 2013 FORECAST FOR REMAINDER OF | | 2013 FORECAST | VARIANCE |
|---|---|---|---|---|---|---|---|---|
| Salaries | | | | | | | | |
| Executive Director | 69,750 | | - | | 41,667 | | | |
| Research | 38,500 | | - | | 6,417 | | | |
| Administrative Support | 30,000 | | - | | 5,000 | | | |
| Benefits | 20,738 | 158,988 | - | - | 7,963 | 61,047 | 61,047 | 97,941 |
| Office rent | | 22,500 | | - | | 15,000 | 15,000 | 7,500 |
| Public consultations and meetings | 10,000 | | 202 | | 9,798 | | | |
| Other services | 5,000 | | - | | 25,000 | | | |
| Executive search | - | | - | | 35,000 | | | |
| Strategic planning | - | | - | | 20,000 | | | |
| Board memberships | - | | - | | 15,000 | | | |
| Other administration costs | 2,500 | | 206 | | 2,294 | | | |
| Furniture and equipment | 10,000 | | - | | 15,000 | | | |
| Audit | 5,000 | | - | | 5,000 | | | |
| Training and education | 10,000 | 42,500 | 682 | 1,090 | 9,318 | 136,410 | 137,500 | (95,000) |
| Honoraria | | 9,600 | | - | | 12,960 | 12,960 | (3,360) |
| | | 233,588 | | 1,090 | | 225,417 | 226,507 | 7,081 |

6/14/2013

**Minutes – Winnipeg Police Board – June 21, 2013**

## REPORTS

**Minute No. 3 Appointment of Executive Director Search Sub-committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board approved the following motions:

1. That the following members be appointed to the Executive Director Search Sub-committee:

    - Councillor Scott Fielding
    - Leslie Spillett
    - David Keam

2. That within the approved budget, the Executive Director Search Sub-committee be authorized to negotiate and approve contracts necessary for the establishment of the Winnipeg Police Board Office, including interim staffing needs.

3. That the Executive Director Search Sub-committee provide a recommendation to the Winnipeg Police Board at its next meeting for the hiring of an Executive Director.

**Minutes – Winnipeg Police Board – June 21, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That the Winnipeg Police Board approve the following motions:

1. That the following members be appointed to the Executive Director Search Sub-committee:

    - Councillor Scott Fielding
    - Leslie Spillett
    - David Keam

2. That within the approved budget, the Executive Director Search Sub-committee be authorized to negotiate and approve contracts necessary for the establishment of the Winnipeg Police Board Office, including interim staffing needs.

3. That the Executive Director Search Sub-committee provide a recommendation to the Winnipeg Police Board at its next meeting for the hiring of an Executive Director.

Carried

**Minutes – Winnipeg Police Board – June 21, 2013**

On motion of Councillor Steen, Board adjourned at 11:26 a.m.

**APPROVED AND CONFIRMED**

R. Kachur, City Clerk Councillor Fielding, Chairperson

Council Building
510 Main Street
September 6, 2013

A Meeting of the Winnipeg Police Board was held this day at 9:32 a.m.

| | |
|---|---|
| Members of the Board: | Councillor Fielding, Chairperson<br>Councillor Steen<br>Paul Edwards, Vice Chairperson<br>Mary Jane Loustel<br>Angeline Ramkissoon<br>Leslie Spillett |
| Winnipeg Public Service: | Mr. S. Armbruster, Manager of Special Projects<br>Chief D. Clunis, Winnipeg Police Service |

**MOTIONS**

Moved by Councillor Thomas,

That David Keam be granted a leave of absence from today's meeting due to illness.

Carried

**Minutes – Winnipeg Police Board – September 6, 2013**

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**DELEGATIONS**

4. David Sanders (See Minute 9)
5. David Sanders (See Minute 10)
6. David Sanders (See Minute 11)

**REPORTS**

7. Report from the Chair
8. Report from the Chief of Police
9. Policy and Procedure Manual
10. Approval of Budget and Finance Sub-Committee Terms of Reference
11. Approval of Governance Sub-Committee Terms of Reference
12. Appointment of Budget and Finance Sub-Committee
13. Appointment of Governance Sub-Committee
14. Body-worn Video Cameras

**ADJOURNMENT**

**Minutes – Winnipeg Police Board – September 6, 2013**

## DELEGATIONS

**Minute No. 4**
David Sanders, was heard with respect to Policy and Procedure Manual, and submitted supporting documentation which has been placed on file in the City Clerk's Department.

(See Minute 9)

**Minute No. 5**
David Sanders, was heard with respect to Approval of Budget and Finance Sub-Committee Terms of Reference, and submitted supporting documentation which has been placed on file in the City Clerk's Department.

(See Minute 10)

**Minute No. 6**
David Sanders, was heard with respect to Approval of Governance Sub-Committee Terms of Reference, and submitted supporting documentation which has been placed on file in the City Clerk's Department.

(See Minute 11)

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 7 Report from the Chair**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the verbal report from the Chair.

DECISION MAKING HISTORY:

Moved by Leslie Spillett,

That the Winnipeg Police Board Chair's report be received as information.

Carried

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 8 Report from the Chief of Police**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the verbal report from the Chief of Police.

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That Winnipeg Police Board Chief of Police's report be received as information.

Carried

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 9 Policy and Procedure Manual**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board referred the attached Policy and Procedure Manual to the Governance sub-committee to consider additional input and further changes. Once finalized Governance sub-committee to recommend Policy and Procedure Manual to Winnipeg Police Board for approval.

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Police Board refer the attached Policy and Procedure Manual to the Governance sub-committee to consider additional input and further changes. Once finalized Governance sub-committee to recommend Policy and Procedure Manual to Winnipeg Police Board for approval.

Carried

David Sanders submitted a communication dated September 6, 2013, with respect to the Policy and Procedure Manual.

David M. Sanders, MA LLB
907-885 Wilkes Avenue
Winnipeg MB

September 6, 2013

To: Councillor Scott Fielding, Chairperson of the Winnipeg Police Board
Councillor Thomas Steen
Paul Edwards, Vice Chairperson
Mary Jane Loustel
David Keam
Leslie Spillett
Angeline Ramkissoon

Re: **Winnipeg Police Board – 9:30 a.m., Friday, September 6, 2013**

**Report 3. Policy and Procedure Manual**
**Report 4. Approval of Budget and Finance Sub-Committee Terms of Reference**
**Report 5. Approval of Governance Sub-Committee Terms of Reference**

As an interested private citizen, I wish to take this first opportunity to speak about the role and responsibilities of the new Winnipeg Police Board, and the considerable challenges you are being asked to deal with on behalf of our entire community.

Briefly, my interest in police matters arose relatively recently, when I articled with the Public Interest Law Centre of Legal Aid Manitoba in 2000-2001, and then served on the Board of the Community Education Development Association, which does very important Inner City community development and student mentoring work in the Winnipeg School Division. I learned something of the best and the worst of life in our Inner City communities, and the best and the worst of the activities of the Winnipeg Police Service performed in those areas.

When I represented some of the Critical Mass Cyclists who were charged with obstructing justice during what were essentially political protests in 2006, I made presentations to the City's Executive Policy Committee asking for intervention with what appeared to me to be a complete overreaction and use of force by the police officers. And when no one at City Hall accepted any responsibility for the matter, I recommended the establishment of a Police Commission to oversee the force. To no avail.

When City Council then decided to establish a Police Advisory Board in 2007-2008, I joined over 30 delegations from the Inner City in requesting that the new Board have actual decision-making authority. But we were all ignored, and the purely advisory board was appointed.

Meanwhile, the Provincial Government proceeded with public consultations on a new Police Services Act, in which I participated, and which resulted in Bill 16, the proposed new Police Services Act. I then appeared at the Legislative Standing Committee hearings along with representatives of Inner City community organizations. For your information, I am attaching a copy of Hansard, June 18, 2009, pp. 13-26.

Implementation of Bill 16 has been very slow. The legislation creating the new Manitoba Police Commission was proclaimed in November, 2010, legislation creating the new municipal Police Boards was proclaimed in June of 2012, and the Winnipeg Police Board was finally established earlier this summer.

The community has been waiting for this for a long time, and so I hope you will excuse those who may be impatient with your progress.

This morning I would just like to suggest three priorities for your attention, along with the extremely large number of other tasks you are expected to undertake.

1. **Review of the procedures for the investigation of alleged non-criminal offences, misconduct, service defaults, or other breaches of discipline by members of the Winnipeg Police Force, and the determination of appropriate consequences.**

   The provincial Law Enforcement Review Agency suffers from severely flawed administration, which perversely permits police officers to make themselves immune to LERA investigations simply by charging the complainants with some criminal offence. I believe the public are less than confident about the past performance of the Winnipeg Police Force in disciplining its own members, whether internally or through the Professional Standards Unit. If you can satisfy yourselves, and then the broader community, that these investigation and disciplinary procedures are fair and effective, it should do wonders for all concerned.

   I would also recommend that you review and publicize the "Use-of-Force Framework" or policy employed by the Winnipeg Police Service, so that everyone understands what is authorized and expected of the police in this community.

2. **Review of training, support services, and personnel policies addressing the often extreme levels of stress endured by the members of the Winnipeg Police Service.**

   As you know, last week I sent a copy of Allen Kates' book, *CopShock – Surviving Posttraumatic Stress Disorder*, to each member of the Board, urging you to take the time to read this very important book as you commence your new duties. There are more than 1,500 police officers in Winnipeg, and only one copy of this book in the public library system. Perhaps there are also copies in the Winnipeg Police Service's library, if there is one. There should be.

In any event, this book was referred to me by a Winnipeg police officer, who told me that it accurately describes both the serious problems faced by most if not all officers, as well as some potential solutions. If we learn to take better care of the men and women willing to take on the difficult and often dangerous jobs in police work, they will be better able to take care of us and our community.

**Report 3. Policy and Procedure Manual**

Some initial thoughts on the proposed Manual:

2.6 Confidentiality

The second sentence in the first paragraph is too restrictive, and should be revised:

"....all board members shall keep confidential any information disclosed or discussed regarding the police service, its staff, operations or administration that has not been disclosed or discussed at a regular meeting of the police board."

See the wording of Confidentiality Policy No. 1, which is much more appropriate, and would not prevent board members from disclosing information which is not "meant to be confidential."

2.7 Board Communication

It is reasonable that only an officially designated spokesperson be permitted to speak on behalf of the Board.

However, there should be no doubt that individual members of the Board are free and encouraged to speak to the public and comment on police issues coming within the purview of the Board, with due regard for the Board policy on confidentiality.

3.1 Role of the Chair

Procedure clause 1.(h) may require amendment if the Board agrees with the suggestion below for appointments to the Sub-Committees (#3.8)

3.7 Meeting Procedures

Policy clause 6 may require amendment if the Board agrees with the suggestion below for appointments to the Sub-Committees (#3.8)

3.8 Sub-Committees

The Chair of the Board is given the sole authority to appoint the chair and members of each Sub-Committee.

But the Chair of the Board is appointed solely by the Mayor, per s. 5(a) of Winnipeg Police Board By-Law 148/2012. If the new Police Board is to be able to operate with some reasonable degree of independence from the Mayor and Council, and more importantly, to be seen to have some scope for independent action, then I suggest **that it would be more appropriate to have a majority of the Police Board appoint its own chairs and members of its working Sub-Committees.**

Policy 3.8 is silent on the matter of public attendance or hearing at Board Sub-Committee meetings. I would recommend that the Board consider when and how the general public and/or particular organizations may be allowed to attend and advise the Sub-Committees when appropriate.

5.5 Hiring Police Officers

Policy No. 1 regarding the authority for hiring police officers is **wrong**.

The proper authority is the Board itself, as per 2.1 Mandate of the Board, Policy No. 2.

See also 3.8 Sub-Committees, Procedure: Organization 1., which states that no Sub-Committee is empowered to bind or represent the Board.

5.6 Police Board Staff

Procedure No. 3 is **wrong** to state that a Sub-Committee will select the Executive Director of the Board. It should say that a Sub-Committee appointed by the Board shall make recommendations regarding the selection of the Executive Director for the consideration and approval of the Board.

This would be consistent with the procedure the Board actually approved at its meeting on June 21, 2013.

See also 2.1 Mandate of the Board, Policy 2, and 3.8 Sub-Committees, Procedure: Organization 1. Also Appendix A, By-Law 148/2012, s. 27(b), which assigns authority to approve employment of Board staff to the Board itself.

Appendix B – Code of Ethical Conduct for the Winnipeg Police Board

No. 4 regarding confidentiality should be revised in the same way as recommended for Policy No. 2.6 above.

Appendix E: Confidentiality Agreement for the Winnipeg Police Board

This confidentiality agreement reads like it was drafted for a consultant retained by the City to conduct a study for the sole use of the City Administration.

The Winnipeg Police Board is **not** a consultant retained by the City to conduct a study for the sole use of the City Administration.

Perhaps the Vice Chair or the City Legal Services Department could **redraft this agreement** to enable the Board to fulfill its duties for effective public consultation while preserving the confidentiality of the specific matters which should not be disclosed to the public or any unauthorized person. Similar confidentiality agreements used by other public sector boards might provide helpful templates.

The second clause of the Preamble is worded so as to muzzle the Board members completely, and should be changed as recommended for the other confidentiality clauses discussed above.

Clause 2 suggests a requirement for Board members to obtain "prior written approval or authorization of an authorized representative of the City." Who is that? It certainly should **not** be the Chief Administrative Officer or any other official of the City, who is no longer authorized to administer the Winnipeg Police Services.

Clause 4 provides for "termination" of a Board member who does not comply with the Agreement. Termination by whom, and through what process? Board By-Law 148/2012, s. 11, provides for the ability of City Council to revoke its appointees, for specific and significant reasons. Presumably, the Provincial Government's appointees would have to be removed by the Province.

**This proposed Agreement is not well-drafted, and should be rejected today.**

**Report 4. Approval of Budget and Finance Sub-Committee Terms of Reference**

If the Board should change Policy 3.8, regarding the proposed authority of the Chair of the Board to appoint all members and chairs of the Sub-Committees, then corresponding changes should be made in the Terms of Reference regarding the composition of the Sub-Committee.

(a) 2014 Budget Process

This spring the City projected 2014 Police Service expenditures of $255,251,684, an increase of 5.2% over 2013.

After initial general public consultation meetings held in June, the new 2014 Budget Process has seemed to have gone underground (except for some scenarios suggested publicly by Councillor Wyatt).

I urge the Police Board to ensure that there is ample opportunity for interested citizens to see, review and comment on the development of the 2014 Police Service Budget specifically, regardless of how the general 2014 Budget Process may unfold in the months ahead. Remember that the budget year starts January 1, even though Council may not give final approval to the global Police Service budget until later, and recognizing that the new Police Board will have the authority and responsibility to allocate Council's final total global budgetary allocation to the Police Service.

**The Police Board has the final authority to determine the line items in the overall budget for Police Response, Crime Prevention, and Traffic Safety and Enforcement – not City Council.**

(b) Operational Review of the Winnipeg Police Service

In 2012 Council requested that the City Auditor arrange for an operational review of the Winnipeg Police Service.

> "The purpose of the operational review is to examine the current structure, organization and overall operation of the Winnipeg Police Service to evaluate the operational efficiency and effectiveness of the delivery of services. The review is also to examine approaches employed by other municipalities with the intent of identifying best practices and performance measures.

The Matrix Consulting Group based in Mountainview, California, was awarded the $174,000 contract for the review, and apparently its report will be delivered shortly.

I submit that it is now the responsibility of the Police Board to receive this Operational Review Report, make it public, and then review it and make its own recommendations as appropriate, in consultation with the public, the Police Chief, and the police associations. And I would strongly suggest that the Board develop a suitable means of allowing individual members of the Police Service to volunteer their opinions either publicly or anonymously.

David M. Sanders, MA LLB
907-885 Wilkes Avenue
Winnipeg MB

August 29, 2013

To: Councillor Scott Fielding, Chairperson of the Winnipeg Police Board
Councillor Thomas Steen
Paul Edwards, Vice Chairperson
Mary Jane Loustel
David Keam
Leslie Spillett
Angeline Ramkissoon

Re: **Winnipeg Police Board**

I hope to be able to attend and make a brief presentation to the new Winnipeg Police Board at its next meeting at 9:30 a.m. on Friday, September 6, 2013.

As an interested private citizen, I wish to speak about the role and responsibilities of the Winnipeg Police Board, and the preparation of the 2014 Budget.

Before I do, I wanted to bring to your individual attention a very important book which a police officer recommended to me earlier this year. I found myself reading the whole book at one sitting. When I finished, I decided it should be compulsory reading for the members of the new Winnipeg Police Board. The book is:

> Allen R. Kates, *CopShock – Surviving Posttraumatic Stress Disorder (PTSD)*, Holbrook Press, First Edition,1999, and Second Edition, 2008.

I have managed to secure three copies of the Second Edition and three copies of the First Edition for the Board members. I am one copy short, so perhaps two of you can share.

I am delivering the books to most of you today, before the next Board meeting, in the hope that each of you will take a moment to see what it is all about, before you start making decisions.

If nothing else, please read the Foreword, plus Appendix 7 to the Second Edition ("Please Listen" – copy attached hereto). Please read what many police officers want to tell us, if we will only listen.

Thank you for serving our community.

David M. Sanders, MA, LLB

I must say that I am rather skeptical of the usefulness of the expected Matrix Report. If it is anything like the recent Golf Services Operational Review Report, we can do better ourselves.

Fortuitously, the Canadian Police Association has ordered its own separate $200,000 operational review of the Winnipeg Police Service. I presume that the CPA consultant's report will also be presented to the Winnipeg Police Board, and that you will deal with it in the same manner as the Matrix Report.

**Report 5. Approval of Governance Sub-Committee Terms of Reference**

If the Board should change Policy 3.8, regarding the proposed authority of the Chair of the Board to appoint all members and chairs of the Sub-Committees, then corresponding changes should be made in the Terms of Reference regarding the composition of the Sub-Committee.

Thank you for serving our community.

David M. Sanders, MA, LLB

**Minutes – Winnipeg Police Board – September 6, 2013.**

## REPORTS

**Minute No. 10 Approval of Budget and Finance Sub-Committee Terms of Reference**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board approved the attached Budget and Finance Sub-Committee Terms of Reference.

**Minutes – Winnipeg Police Board – September 6, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Thomas Steen,

That the Winnipeg Police Board approves the attached Budget and Finance Sub-Committee Terms of Reference.

Carried

David Sanders submitted a communication dated September 6, 2013, with respect to the Budget and Finance Sub-Committee Terms of Reference.

# BUDGET AND FINANCE SUB-COMMITTEE – TERMS OF REFERENCE

Under the *Police Services Act* and the *Winnipeg Police Board By-law*, the Winnipeg Police Board is responsible for the following:

1. Providing Council with an estimate of the costs required to operate the police service and any additional information that Council considers necessary to enable it to assess the financial requirements of the police service (section 29(1) of the *Police Services Act*; sections 19 and 20 of the *Winnipeg Police Board By-law*).

2. Allocating funds that are provided for the police service in the City's budget (section 29(3) of the *Police Services Act*).

3. Preparing and submitting a Board budget to Council (section 17 of the *Winnipeg Police Board By-law*).

4. Preparing annual audited financial statements for the Board Budget and the Winnipeg Police Service budget, to be submitted to Council through the Standing Policy Committee on Protection and Community Services (section 23 of the *Winnipeg Police Board By-law*).

5. Providing a quarterly update on the Board Budget and the Winnipeg Police Service Budget to the Standing Policy Committee on Finance for information (section 24 of the *Winnipeg Police Board By-law*).

The Budget and Finance Sub-Committee is created by the Board for the purpose of supporting the Board in delivering on these responsibilities, and is responsible to the Board.

## Mandate of the Budget and Finance Sub-Committee:

The Budget and Finance Sub-Committee shall monitor, give advice and make recommendations to the Board with respect to all strategic and significant financial matters and policies. Without limiting the generality of the foregoing the Sub-Committee is responsible for the following tasks:

### WPS Budget Tasks

1. With due regard for the timing of the City's budgeting process, review a proposed budget for the delivery of adequate and effective policing services in the next fiscal year as prepared by the police chief, as per *The Winnipeg Police Board By-law* (No. 148/2012), sections 19 and 20, and Board policy 4.3, "WPS Budget."

2. Ensure that the proposed budget aligns with the Winnipeg Police Service's strategic plan, priorities, objectives, and goals, and captures the cost implications of all resources, including the impact of collective bargaining.

3. Ensure that the proposed budget includes all operating account costs and revenues based on current operations, identifies and includes known requests and changes to operations that are forecast for the following year, and includes estimated year-end positions for all accounts;

4. Present the draft budget to the Board for review and approval, and subsequent submission to Council through the City's budgeting process.

5. Make recommendations to the Board regarding the allocation of funds provided to the Winnipeg Police Service by Council.

**Board Budget Tasks**

6. Prepare a budget for the Board, as per policy 2.14, Police Board Budget and Reporting.

7. Present the draft budget to the Board for review and approval, and subsequent submission to Council through the City's budgeting process.

**Financial Reporting Tasks**

8. Ensure that audited financial statements for the Board Budget and WPS Budget are prepared and submitted annually as per policy 2.14, Police Board Budget and Reporting, and policy 4.4, WPS Financial Reporting and Documentation.

9. Prepare a quarterly financial update for both the Board Budget and the WPS Budget to be submitted to Council, as per policy 2.14, Police Board Budget and Reporting, and policy 4.4, WPS Financial Reporting and Documentation.

10. Review the regular financial reports submitted to the Board by the police chief, as per policy 4.4, WPS Financial Reporting and Documentation.

11. Ensure that the police chief's regular financial reports include a risk assessment and disclosure of any activity that is likely to significantly alter the organization's deficit/surplus position.

12. Review any report submitted by the police chief regarding an unanticipated expenditure causing an operating budget deficit.

**General Tasks**

13. Review and recommend financial policies to the Board;

14. Recommend or report on audit outcomes and initiatives and recommend any required action, if any;

15. Review and make recommendations with respect to relevant legislative changes affecting financial resources and environmental issues as they relate to the Winnipeg Police Board and the Winnipeg Police Service;

**Composition of the Budget and Finance Sub-Committee:**

1. Following consultation between Board members and the Chair, members shall be appointed to the Sub-Committee by the Chair, as per policy 3.8, Sub-Committees.

2. Annually, the Chair shall appoint one member to serve as Chair of the Sub-Committee for that calendar year.

3. The Executive Director of the Board and the Chief of the Winnipeg Police Service shall provide management support to the Sub-Committee.

**Meetings of the Budget and Finance Sub-Committee:**

1. Meetings will be held as scheduled by the Board, at the call of the Chair, or on written request by a majority of members of the Sub-Committee.

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 11 Approval of Governance Sub-Committee Terms of Reference**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board approved the attached Governance Sub-Committee Terms of Reference.

**Minutes – Winnipeg Police Board – September 6, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the Winnipeg Police Board approves the attached Governance Sub-Committee Terms of Reference.

Carried

David Sanders submitted a communication dated September 6, 2013, with respect to the Governance Sub-Committee Terms of Reference.

# GOVERNANCE SUB-COMMITTEE – TERMS OF REFERENCE

The Winnipeg Police Board's Governance Sub-Committee is created by and responsible to the Winnipeg Police Board.

## Mandate of the Governance Sub-Committee:

The Governance Sub-Committee is responsible for all issues related to governance of the Board including:

1. Recommending changes to the Policies and Procedures Manual of the Board;

2. Recommending suggested changes to the meeting format of the Board;

3. Reviewing the annual report of the Board to ensure it meets the requirements of the Manitoba Police Commission and all relevant legislation, as per policy 2.15, "Police Board Annual Report";

4. Dealing with all matters referred to it by the Board;

5. Conducting an evaluation of the Board's effectiveness at least once every three years, pursuant to section 90 of the *Police Services Act* and as per policy 2.12, "Evaluating Police Board Effectiveness;"

6. Reviewing and making recommendations to the Board regarding appointment of the Chief of Police of the Winnipeg Police Service, pursuant to section 21 of the *Police Services Act,* and as per policies 5.1 and 5.2, "Recruiting and Hiring of a Police Chief," and "Job Description of the Police Chief;" and

7. Making recommendations to the Board regarding the annual performance appraisal of the Chief of Police and the Executive Director of the Winnipeg Police Board pursuant to section 28(1)(c) of the *Police Services Act* and as per policy 5.3, "Performance Planning and Review."

## Composition of the Governance Sub-Committee:

1. Following consultation between Board members and the Chair, members shall be appointed to the Sub-Committee by the Chair, as per policy 3.8, Sub-Committees.

2. Annually, the Chair shall appoint one member to serve as Chair of the Sub-Committee for that calendar year.

3. The Executive Director of the Board and the Chief of the Winnipeg Police Service shall provide management support to the Sub-Committee.

**Meetings of the Governance Sub-Committee:**

1. Meetings will be held as scheduled by the Board, at the call of the Chair, or on written request by a majority of members of the Sub-Committee.

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 12 Appointment of Budget and Finance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board approved the following members be appointed to the Budget and Finance Sub-Committee:

- Paul Edwards, Chair
- Councillor Scott Fielding
- David Keam
- Leslie Spillett

Moved by Paul Edwards,

That the Winnipeg Police Board appoint the following members to the Budget and Finance Sub-Committee:

- Paul Edwards, Chair
- Councillor Scott Fielding
- David Keam
- Leslie Spillett

Carried

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 13 Appointment of Governance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board approved the following members be appointed to the Governance Sub-Committee:

- Mary Jane Loustel, Chair
- Councillor Scott Fielding
- Councillor Thomas Steen
- Angeline Ramkissoon

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Police Board appoint the following members to the Governance Sub-Committee:

- Mary Jane Loustel, Chair
- Councillor Scott Fielding
- Councillor Thomas Steen
- Angeline Ramkissoon

Carried

**Minutes – Winnipeg Police Board – September 6, 2013**

## REPORTS

**Minute No. 14 Body-worn Video Cameras**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board recommended that the Winnipeg Police Service research the potential benefits and drawbacks of body-worn video cameras and report back to the Winnipeg Police Board with its findings.

**Minutes – Winnipeg Police Board – September 6, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That Rule 10(3) of The Procedure By-law No. 50/2007 be suspended in order that the following item, which was received less than 96 hours preceding the committee meeting, be considered by Committee.

Carried

Moved by Councillor Fielding,

WHEREAS body-worn camera technology has been successfully implemented by law enforcement agencies throughout the world;

AND WHEREAS police agencies in many other Canadian cities, including Victoria, Edmonton, and Calgary, have undertaken pilot projects to study the use of body-worn camera technology;

AND WHEREAS police agencies using body-worn cameras have reported that this technology has many benefits to both the public and police officers, such as high-quality evidence to support prosecutions and protection for officers from false allegations of misconduct;

AND WHEREAS the use of body-worn video for one year in a California city resulted in 88% fewer complaints against police officers, and cut incidents of use of force by police officers by more than half;

AND WHEREAS innovation is an important element of effective, modern policing;
THEREFORE BE IT RESOLVED that the Winnipeg Police Service research the potential benefits and drawbacks of body-worn video cameras and report back to the Winnipeg Police Board with its findings.

Carried

**Minutes – Winnipeg Police Board – September 6, 2013**

On motion of Louise Spillett, Board adjourned at 11:01 a.m.

**APPROVED AND CONFIRMED**

R. Kachur, City Clerk Councillor Fielding, Chairperson

Council Building
510 Main Street
October 15, 2013

A Meeting of the Winnipeg Police Board was held this day at 9:36 a.m.

| | |
|---|---|
| Members of the Board: | Councillor Fielding, Chairperson<br>Councillor Steen<br>Paul Edwards, Vice Chairperson<br>Mary Jane Loustel<br>David Keam<br>Leslie Spillett |
| Winnipeg Public Service: | Mr. S. Armbruster, Manager of Special Projects<br>Chief D. Clunis, Winnipeg Police Service |

**MOTIONS**

Moved by Paul Edwards,

That Angeline Ramkissoon be granted a leave of absence from today's meeting.

Carried

Moved by Councillor Steen,

That the minutes of the meeting held on September 13, 2013, be taken as read and confirmed.

Carried

**Minutes – Winnipeg Police Board – October 15, 2013**

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15. David Sanders (See Minute 19)
16. David Sanders (See Minute 20)
17. David Sanders (See Minute 21)

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19. Report from the Chief of Police
20. Report from the Finance Sub-Committee
21. Report from the Governance Sub-Committee
22. Report from the Executive Director Search Sub-Committee
23. 2014 Schedule of Meetings – Winnipeg Police Board
24. United Nations Women Global Safe Cities Initiative
25. Website and Social Media
26. New Business

**ADJOURNMENT**

**Minutes – Winnipeg Police Board – October 15, 2013**

## DELEGATIONS

15. David Sanders, was heard with respect to Report from the Chief of Police and submitted supporting documentation.

(See Minute 19)

16. David Sanders, was heard with respect to Report from the Finance Sub-Committee and submitted supporting documentation.

(See Minute 20)

17. David Sanders, was heard with respect to Report from the Governance Sub-Committee and submitted supporting documentation.

(See Minute 21)

David M. Sanders, MA LLB
Winnipeg MB

October 15, 2013

To: Councillor Scott Fielding, Chairperson of the Winnipeg Police Board
Councillor Thomas Steen
Paul Edwards, Vice Chairperson
Mary Jane Loustel
David Keam
Leslie Spillett
Angeline Ramkissoon

Re: **Winnipeg Police Board – 9:30 a.m., Tuesday, October 15, 2013**

**Report 1. Report from the Chair**
**Report 2. Report from the Chief of Police**
**Report 3. Report from the Budget and Finance Sub-Committee**
**Report 4. Report from the Governance Sub-Committee**

As an interested private citizen, I wish to follow up on my first presentation to the new Winnipeg Police Board on September 6, 2013. I presume you will be approving the Minutes of that meeting this morning.

When today's agenda finally appeared on the City's website Friday morning, I asked to appear and speak to Reports 2, 3, and 4, or rather the lack of same. I am pleased to note that the Reports #1 and #2, from the Chairman and the Chief of Police, were posted on the agenda website later Friday afternoon, and therefore I hope you don't mind if I speak to Report #1 as well.

**Report 1. Report from the Chair**

1. I would like to congratulate Don Norquay on his anticipated appointment as the first Executive Director of the new Winnipeg Police Board, later this morning. I too am a former deputy minister with the provincial government, and so I have some reason to believe that Mr. Norquay's experience in public administration, finance and governance will be of great assistance to the new Board, the Winnipeg Police Service, City Council and the general public.

2. I look forward to reading the report of the City Auditor and the Matrix Consulting Group on the operational review of the Winnipeg Police Service, hopefully somewhat in advance of the next Board meeting scheduled for Friday, November 8, 2013. Can you tell us when the Canadian Police Association's separate operational review of the WPS will be received by the Board and made public?

**Report 2. Report from the Chief of Police**

I would like to thank the Chief of Police for responding to my concerns about support systems for members.

However, I believe the Board should not accept the Chief's opening remarks as sufficient, without inquiring further:

- What has been the turnover rate for the single staff psychologist position? How many members have used his or her services during each of the past five years?
- Does the single Wellness Program officer have any relevant training, or does the officer simply respond to requests for referral to other services, such as the Blue Cross Employee Assistance Program? How many members has the officer responded to during each of the past five years?
- How many members have sought help from the "Peer Support Program" during each of the past five years?
- Is the Post-Critical Incident Program overseen by the same single Wellness Officer? How many part-time officers actually assist with the program, and what exactly does it involve? Describe the "broad range of information, support and professional follow-up assistance." What qualifies as a "critical incident"? How many such incidents have there been during each of the past five years?
- Exactly what is the "Assessment and Intervention Program (AIP)"? Is the "framework" just a document? Who is responsible for applying it proactively, and how many times has it been applied during each of the past five years?
- Is the "Members Assistance Program" just the phone number for the Blue Cross EAP referral service?
- How can members be confident that their requests for support will be kept confidential, and not have an effect on their service records or prospects for promotion?
- How can WPS persuade its members that seeking help is a sign of strength, not weakness, when police officers are expected to be "tough."

If the WPS has no answer to my last two questions, then the rest is all a sham.

**Report 3. Report from the Budget and Finance Sub-Committee**

There is no report on the website agenda, but I hope the "information to be provided at the meeting" includes most of the following, in accordance with its new terms of reference:

(a) A quarterly update on the Winnipeg Police Services Budget for the Standing Policy Committee on Finance. The Financial Status Report and Forecast submitted to SPC on Finance on October 10 indicated that:

- Police Services 2013 revenues are forecast to finish at $1,955,000 under budget.
- Police Services 2013 expenditures are forecast to finish at $1,215,000 over budget.
- Net 2013 budget shortfall for WPS is forecast to be $3,170,000.

(b) Review and approval of the proposed authorization for the WPS to over-expend its 2013 budget by $1.4 million for the Employer's Contribution to the Winnipeg Police Service Pension Plan. The WPS recommendation approved by Standing Policy Committee on Finance on October 10 does not indicate that the WPS Finance Division consulted with the Police Board or this Sub-Committee.

(c ) Receipt of the South District Police Station Financial Status Report as at June 30, 2013, which was presented to SPC on Finance on October 10. Was the project completed on September 16, 2013?

(d) Review of the WPS 2012-2014 Strategic Plan and the 4Q 2013 report of the Organization Development and Support Unit on the implementation of the WPS Civilianization Strategy, as per the City Auditor's Report received by City Council on March 13, 2013.

(e) An explanation as to why the Collective Agreement between the City of Winnipeg and the Winnipeg Police Association for the two years ended December 23, 2012, is still not published and available for review by members or anyone else. The Arbitration Award was decided on April 23, 2012, one and one-half years ago.

(f) Report on the preparation of the proposed 2014 WPS budget, and plans for public consultation regarding the budget and services to be delivered.

**Report 4. Report from the Governance Sub-Committee**

Further to my detailed submission on September 6th, I am looking forward to seeing the Governance Sub-Committee's recommended Policy and Procedure Manual soon. Since a new draft does not appear on the website agenda for this meeting, I presume it is not ready yet.

Thank you.

David M. Sanders, MA, LLB

**Minutes – Winnipeg Police Board – October 15, 2013**

## REPORTS

**Minute No. 18 Report from the Chair**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Chair.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That the Winnipeg Police Board Chair's report be received as information.

Carried

**Chair's Report**
Winnipeg Police Board
October 15, 2013

1. Executive Search Recommendation
    - The search committee has completed the recruitment and interview process and is recommending that the Board hire Don Norquay as the Executive Director of the Winnipeg Police Board. Don is an experienced senior executive and former deputy minister with the provincial government.
    - As per the agenda for today's meeting, the Board will be asked to vote on this matter later this morning.

2. Training Update
    - Since meeting in September, Board members have completed training with the Manitoba Police Commission and are halfway through a series of orientation sessions with the Winnipeg Police Service.

3. Winnipeg Police Board Office
    - The office for the Winnipeg Police Board will be located at 457 Main St. Some renovations to the space are required before the Board can move in. The Municipal Accommodations Division has awarded the contract for the work and the contractor has ordered the materials; renovations will begin as soon as those materials (carpet, etc) arrive. Furniture will be ordered when we have a better idea of the estimated completion date.
    - In the meantime, the new Executive Director, if his appointment is approved by the Board, will be working out of City Hall until the office is ready.

4. Operational Review
    - Matrix Consulting Group has completed the operational review of the Winnipeg Police Service.
    - The Board will be briefed by Richard Brady, President of Matrix Consulting Group.
    - Council members, the Winnipeg Police Service, and the Winnipeg Police Association will also be briefed on the contents of the report.
    - The report will be tabled at the next Police Board meeting in November. The Board will receive quarterly updates on the implementation of the report's recommendations.

**Minutes – Winnipeg Police Board – October 15, 2013**

## REPORTS

**Minute No. 19 Report from the Chief of Police**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Chief of Police.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That the Winnipeg Chief of Police's report be received as information.

Carried

**Chief of Police Update Report to the Winnipeg Police Board**

To: Chair and Members
Winnipeg Police Board

From: Chief of Police Devon Clunis

Subject : Update Report

Date: October 8, 2013

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**Opening remarks**

On September 6, 2013 at the Winnipeg Police Board Meeting, Mr. David Sanders brought forward concerns on behalf of the public respecting the support systems we have in place for our officers and employees. I would like to spend a few minutes addressing his concerns and provide an outline of professional services we employ.

Our Behavioral Health Services Unit was established in 1991 and is committed to the care and support of police officers, staff members and their respective families. Our Behavioral Health Services Unit is led by an on staff psychologist who meets on a regular basis with the Chief of Police. This program is supported and is successful because of the professional working relationship we have with the Winnipeg Police Association. A few weeks ago our staff psychologist did move on to another position in provincial health and we are currently in the process of filling this vacancy. In the meantime we do have contract services in place and operating.

*Wellness Program*

- The Wellness Program ensures support is available for members and their families when needed, regardless of the circumstances. The Program provides support for members who find themselves away from the workplace for a variety of reasons including, but not limited to, sick leave, long term disability, work injury, stress and family crisis.
- A full time police officer is assigned to this position.

*Peer Support Program*

- This program promotes the health and well-being of members and their families through a network of peers who offer voluntary support and assistance gained through life experiences, and personal or professional crises.
- Some people may find a fellow member to be more approachable in times of crisis. Our goal early problem resolution and through support.

*Post Critical Incident Program*

- The Service employs a full-time Wellness Officer who oversees the Post Critical Incident Program, along with part-time Officers who assist.
- Whenever members experience something outside the realm of normal experiences, the program is initiated. It is designed to care for members who experience a traumatic event and provide intervention to promote good health, recovery and wellness.

- One of the goals of the program is to facilitate the return to work and everyday life by providing a broad range of information, support and professional follow-up assistance.

*Chaplaincy Program*

- The Chaplaincy Program provides members and their families with spiritual assistance and ceremonial services.
- Chaplains are authorized by the Province of Manitoba to officiate at weddings, funerals, christenings, baptisms and graduations. They are also available for hospital and home visitation and in times of crisis.

In additional to the programs offered and in place with the Behavioral Health Services Unit the Winnipeg Police has established confidential resources for assessment and access to treatment, or other related assistance for employees. These services are provided through our Human Resources Division, the City of Winnipeg Employee Assistance Program and the Occupational Health Branch of the City of Winnipeg. Some of these services include:

*Assessment and Intervention Program (AIP)*

- AIP provides a framework to proactively assess and analyze patterns of concern that are identified in member performance.
- The program is non-disciplinary, and member involvement is confidential.

*Members Assistance Program*

- The Program provides members with assistance and intervention to resolve work, personal, social or health concerns that might affect work performance or quality of life.

As Chief of Police the health and wellness of my employees is priority and I am committed to these programs.

**Initiatives Update**

Shortly after becoming Chief of Police, I moved additional officers into our Community Support Division. I believe very strongly that the officers, civilian staff, cadets and volunteers in this area have a key role in crime awareness, prevention and reduction. Most importantly they are the bridge and the ambassadors that create a culture of safety, ongoing trust and positive action in our community.

Our Crime Prevention programs have been updated and have been rolled out to a wider section of the community, including businesses, neighborhood groups, block parents and the School Resource Officers. This communication focus includes property protection, fraud awareness, and robbery prevention to name a few.

When we look at statistical analysis, we know that strong arm robberies are more prevalent than they should be. Electronic devices, flashy jewelry, and clothing are common items that are stolen, and we need to curb this trend. Therefore, we partnered with local child actors on how to effectively communicate our messages around prevention to other youth. The actors wrote a creative script that is currently in production and will roll through our School Resource Officer program later this year.

We have large ethnic communities across the city and this is one of Winnipeg's major strengths. I want to build on that and have that diversity front and centre in our organization. Our Diversity Relations Section has grown and we have been busy training internally, and looking at how best to partner with

each ethnic community and sponsor collaboration, not just with the Police Service, but between communities. Our goal is certainly safety, social development, partnership and action, but I believe collective strength is far more effective and resilient.

I do want to highlight the communication with Aboriginal Peoples as it is of utmost importance and we need our partnership to reflect the spirit of the treaty relationship. Our partnerships with the *First Nations Voice* and *Grassroots* publications are exciting and an area we hope to build upon further.

This summer we were active with Folklorama, City of Winnipeg youth camps, Manitowabi Festival and our summer session of Kick it with Cadets in Central Park. These events built bridges across different cultures, age groups and communities. The feedback from the community and within the Police Service has been both positive and hopeful.

Our volunteer program, Cadets and Victim Services are now more involved with the community, not only for education, but with door to door canvassing specific to crime events in neighborhoods, both in a proactive and reactive sense. Getting into a community before crime occurs as well as after crime events cannot be overlooked or understated as this helps communities heal and grow.

I know our Community Relations Unit is working with the Street Crime Unit to identify families where exit or off ramp strategies, including referral services can be maximized to get people out of gang life. The community forums spoke loud and clear around prostitution, its effect on neighborhoods, individuals and victims of systematic exploitation.

The Winnipeg Police Service has been internationally recognized for work in Missing Persons, and reducing instances of chronic runaway activity for youth and entry into the sex trade. The processes employed by the Missing Persons Unit were victim focused and included outreach, stabilization and a critical look, including criminal investigations for those who were grooming or befriending children inappropriately.

In a recent restructuring, the Vice and Missing Persons Unit have been combined under one umbrella, now known as the Counter Exploitation Unit. This Unit is responsible for human trafficking, underage prostitution, and investigating those who exploit vulnerable persons involved in the sex trade. The connection between missing persons, the sex trade, prostitution and addiction is clear and undeniable.

The Counter Exploitation Unit balances support services and law enforcement activity in a supportive and victim focused way. By merging these two Units into one section, we are being proactive and focusing on the needs of victims and simultaneously targeting those individuals who commit crimes of exploitation.

Members of the Counter Exploitation Unit use discretionary powers when deciding to charge sex trade workers for any prostitution related offence. The unit's primary goal is the well-being of the sex trade worker as an individual, as well as the apprehension, and prosecution of sex trade exploiters. This unit is mandated to provide alternative solutions to victims, including outreach programming with agencies, both government and non-government. These groups have the expertise required to assess, plan and execute exit strategies for those who are being victimized. Through combined knowledge and effort, we can make a difference.

This unit, Counter Exploitation is centralized, however we recognize the need for a regular presence in specific communities across the City. Therefore, officers within districts have been dedicated to exploitation work and report to the Counter Exploitation Unit. This dual approach ensures we have sustainability in the communities and not just a flash of investigative activity around problems.

I recognize that people in this unit understand these concepts well and I have instructed them to educate our entire Service, from recruits to senior officers about the nuances of exploitation and human trafficking. I know this is ongoing.

Two of the other changes I have sponsored address crime at the community level. Firstly, I have moved our Street Crime Unit to be aligned with our Organized Crime unit. It is imperative that our investigative projects and strategies for uniform street crime officers complement each other and align. This dual approach increases communication and is intelligence based. This change not only addresses long term gang problems, it identifies emerging ones. It is more effective in gathering intelligence, developing informants and making deployment decisions around enforcement.

The second change focuses on Uniform Division Commanders and divisional leadership. We have moved resources within the Service to enable divisions to more actively address community problems. However, we are doing this in an evidence based way. Division Commanders use current information from our database, Crimestat and other information sources to develop tactics and strategies. This performance measurement process identifies priorities on a daily, weekly and monthly basis. It identifies hot spots and high priority targets, not only for crime issues but also traffic safety.

In the future, it is our intent to create more depth around this process we refer to as SPI, and fold in detailed analytical products. To accomplish this next step we must increase our ability to produce high quality detailed analytical products such as forecast reports and trend pattern analysis. We are in the process of expanding our Crime Analysis Unit so we can gather additional detailed information to reduce crime and increase safety.

**Future Item**

At the November 8, 2013 meeting the third quarter criminal statistical report will be available and provided.

Devon Clunis
Chief of Police

David M. Sanders, MA LLB

Winnipeg MB

October 15, 2013

To: Councillor Scott Fielding, Chairperson of the Winnipeg Police Board
Councillor Thomas Steen
Paul Edwards, Vice Chairperson
Mary Jane Loustel
David Keam
Leslie Spillett
Angeline Ramkissoon

Re: **Winnipeg Police Board – 9:30 a.m., Tuesday, October 15, 2013**

**Report 1. Report from the Chair**
**Report 2. Report from the Chief of Police**
**Report 3. Report from the Budget and Finance Sub-Committee**
**Report 4. Report from the Governance Sub-Committee**

As an interested private citizen, I wish to follow up on my first presentation to the new Winnipeg Police Board on September 6, 2013. I presume you will be approving the Minutes of that meeting this morning.

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I would like to thank the Chief of Police for responding to my concerns about support systems for members.

However, I believe the Board should not accept the Chief's opening remarks as sufficient, without inquiring further:

- What has been the turnover rate for the single staff psychologist position? How many members have used his or her services during each of the past five years?
- Does the single Wellness Program officer have any relevant training, or does the officer simply respond to requests for referral to other services, such as the Blue Cross Employee Assistance Program? How many members has the officer responded to during each of the past five years?
- How many members have sought help from the "Peer Support Program" during each of the past five years?
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- How can members be confident that their requests for support will be kept confidential, and not have an effect on their service records or prospects for promotion?
- How can WPS persuade its members that seeking help is a sign of strength, not weakness, when police officers are expected to be "tough."

If the WPS has no answer to my last two questions, then the rest is all a sham.

**Report 3. Report from the Budget and Finance Sub-Committee**

There is no report on the website agenda, but I hope the "information to be provided at the meeting" includes most of the following, in accordance with its new terms of reference:

(a) A quarterly update on the Winnipeg Police Services Budget for the Standing Policy Committee on Finance. The Financial Status Report and Forecast submitted to SPC on Finance on October 10 indicated that:

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- Police Services 2013 expenditures are forecast to finish at $1,215,000 over budget.
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(b) Review and approval of the proposed authorization for the WPS to over-expend its 2013 budget by $1.4 million for the Employer's Contribution to the Winnipeg Police Service Pension Plan. The WPS recommendation approved by Standing Policy Committee on Finance on October 10 does not indicate that the WPS Finance Division consulted with the Police Board or this Sub-Committee.

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(d) Review of the WPS 2012-2014 Strategic Plan and the 4Q 2013 report of the Organization Development and Support Unit on the implementation of the WPS Civilianization Strategy, as per the City Auditor's Report received by City Council on March 13, 2013.

(e) An explanation as to why the Collective Agreement between the City of Winnipeg and the Winnipeg Police Association for the two years ended December 23, 2012, is still not published and available for review by members or anyone else. The Arbitration Award was decided on April 23, 2012, one and one-half years ago.

(f) Report on the preparation of the proposed 2014 WPS budget, and plans for public consultation regarding the budget and services to be delivered.

**Report 4. Report from the Governance Sub-Committee**

Further to my detailed submission on September 6th, I am looking forward to seeing the Governance Sub-Committee's recommended Policy and Procedure Manual soon. Since a new draft does not appear on the website agenda for this meeting, I presume it is not ready yet.

Thank you.

David M. Sanders, MA, LLB

## REPORTS

**Minute No. 20 Report from the Finance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Finance Sub-Committee.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the Winnipeg Police Board Finance Sub-Committee's verbal report be received as information.

Carried

## REPORTS

**Minute No. 21 Report from the Governance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Governance Sub-Committee.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Police Board Governance Sub-Committee's verbal report be received as information.

Carried

# Governance Sub-Committee Report to the Board

**Sub-Committee Meeting Date**: October 8, 2013

**Present:**

Sub-committee members:

- Mary Jane Loustel, Chair
- Councillor Thomas Steen
- Angeline Ramkissoon
- Councillor Scott Fielding (via Skype)

Winnipeg Police Service:

- Deputy Chief Dave Thorne
- Superintendent Gord Perrier

Staff:

- Kathleen Cook

**Agenda Items:**

1. Welcome & Open Governance Committee Meeting
    - Meeting was called to order at 5:50 pm

2. Review of Governance Committee Terms of Reference, Roles & Responsibilities
    - The Terms of Reference approved by the Board at the September 6, 2013 board meeting were reviewed by the sub-committee.
    - No amendments to the Terms of Reference were suggested.

3. Review of Winnipeg Police Board Policy and Procedure Manual Draft – August 2013 & discussion of governance strategy
    - The Policy and Procedure Manual Draft was discussed by the subcommittee.
    - M. Loustel will identify sections of the report requiring further discussion/work and share with sub-committee members.
    - M. Loustel will schedule a substantive working session following the next Board meeting (October 15) to further discuss and amend the Policy and Procedure Manual Draft.
    - The subcommittee discussed strategic planning and the possibility of developing a strategic planning subcommittee.
    - The subcommittee agreed to table this item until after the appointment of an Executive Director to support strategic planning functions.

4. Other business
    - M. Loustel noted that she has received information regarding police board governance from Deputy Chief Thorne and offered to share it with interested subcommittee members.

5. Adjournment
    - The regular portion of the meeting was adjourned at 6:25 pm.

6. In camera session

**Minutes – Winnipeg Police Board – October 15, 2013**

## REPORTS

**Minute No. 22 Report from the Executive Director Search Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board passed the following motions:

That the Winnipeg Police Board concur in the recommendation of the Executive Director Search Sub-Committee and appoint Don Norquay as the Executive Director of the Winnipeg Police Board.

That the Proper Officers of the Executive Director Search Sub-Committee be authorized to do all things necessary to implement the intent of the foregoing.

That the Executive Director of the Winnipeg Police Board be authorized to do all things necessary to implement the new office of the Winnipeg Police Board.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Fielding,

That the Winnipeg Police Board concur in the recommendation of the Executive Director Search Sub-Committee and appoint Don Norquay as the Executive Director of the Winnipeg Police Board.

Carried

Moved by Councillor Fielding,

That the Proper Officers of the Executive Director Search Sub-Committee be authorized to do all things necessary to implement the intent of the foregoing.

Carried

Moved by Councillor Fielding,

That the Executive Director of the Winnipeg Police Board be authorized to do all things necessary to implement the new office of the Winnipeg Police Board.

Carried

**Minutes – Winnipeg Police Board – October 15, 2013**

## REPORTS

**Minute No. 23 2014 Schedule of Meetings – Winnipeg Police Board**

WINNIPEG POLICE BOARD DECISION:

That the Winnipeg Police Board adopted the following schedule of meeting dates for the year 2014:

Friday, January 10 – North Committee Room, Council Building, 510 Main Street
Friday, February 7
Friday, March 7
Friday, April 4
Friday, May 2
Friday, June 6
Friday, September 5
Friday, November 14
Friday, December 5

Regular meetings are to commence at 9:30 a.m.

The locations of all meetings, except January 10th, are to be determined.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Fielding,

That the following 2014 schedule of meeting dates be adopted:

Friday, January 10 – North Committee Room, Council Building, 510 Main Street
Friday, February 7
Friday, March 7
Friday, April 4
Friday, May 2
Friday, June 6
Friday, September 5
Friday, November 14
Friday, December 5

Regular meetings are to commence at 9:30 a.m.

The locations of all meetings, except January 10th, are to be determined.

Carried

**Minutes – Winnipeg Police Board – October 15, 2013**

## REPORTS

**Minute No. 24 United Nations Women Global Safe Cities Initiative**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board approved the attached report.

DRAFT

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Police Board approves the attached report.

Carried

DRAFT

Ms. Phumzile Mlambo-Ngcuka,
Executive Director, UN Women
405 East 42nd Street New York,
NY 10017 United States

September xx, 2013

Dear Ms. Mlambo-Nguka,

As the Chair of the Winnipeg Police Board and the Minister responsible for the Status of Women of the Province of Manitoba, we are writing jointly to express our interest in being part of the UN Women's Safe Cities Global Initiative.

This expression of interest follows a series of introductory meetings which took place in Winnipeg, Manitoba on April 18 and 19, 2013 with Ms. Laura Capobianco, Senior Policy Specialist, Safe Public Spaces/UN Women Global Safe Cities Initiative.

We understand that the goal of the initiative is to assist local authorities in making their cities safe and free of violence against women and girls and that there are several important benefits that would be available to the city of Winnipeg by participating in this initiative.

While we have established municipal and provincial programs, policy and legislation on many aspects of violence against women, this initiative will add a critical component by helping us to better address the complex issue of gendered violence in public spaces. As part of the initiative we hope to connect with other municipalities around the world to learn, share knowledge and exchange tools and best practices. We look forward to benefitting from the growing collection of tools, techniques and innovative approaches being applied around the globe.

On behalf of the City of Winnipeg and the Province of Manitoba, we would like to thank you for engaging with us on this important initiative to improve safety and advance equality. Initiative staff can contact Beth Ulrich, Executive Director of Manitoba Status of Women for further discussion about next steps in our participation and the commitments required.

Sincerely,

Scott Fielding
City Councillor & Chair, Winnipeg Police Board
City of Winnipeg

Jennifer Howard
Minister Responsible for the Status of Women
Province of Manitoba

cc: Beth Ulrich

DRAFT



# Sexual Assault Neighbourhood & Demographic Statistics

## Winnipeg, MB

1. City Level – Stranger and Known Offender Sexual Assaults
2. District & Neighbourhood Level Stranger Sexual Assaults
3. Maps of Top Five Neighbourhoods – highest number of Sexual Assaults
4. Neighbourhood Comparisons – Change over Time
5. Sexual Assaults by types of Public Spaces
6. Sexual Assaults by victim and offender characteristics

DRAFT



## 1. City Level

Between April 1, 2012 and April 1, 2013 there were 192 sexual assaults in Winnipeg where the offender was not known to the victim (stranger assaults). There were 303 sexual assaults where the offender was known to the victim (known offender assaults).

This is an overall decrease of 8% in stranger assaults as there were 209 reported in 2011-2012.

## 2. District Level

Between April 2012 and 2013 the following stranger sexual assaults were reported in each police district of Winnipeg (and the change in incidents from 2011/12):

| | | |
|---|---|---|
| District 1 | 81 | (down 10%) |
| District 2 | 15 | (down 6%) |
| District 3 | 40 | (down 5%) |
| East District | 34 | (up 21%) |
| District 6 | 22 | (down 33%) |




## 3. Neighbourhood Level

There are over 200 neighbourhoods in Winnipeg. Most neighbourhoods had zero or one reported known and/or stranger sexual assaults in the past year. The neighbourhoods which reported the highest number of stranger sexual assaults include:

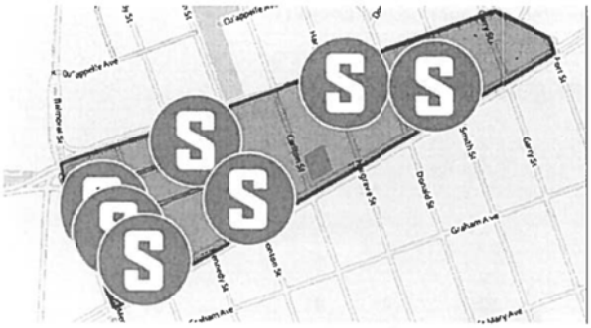
| | | | |
|---|---|---|---|
| Portage South | 14 | Dufferin | 6 |
| William Whyte | 10 | St. John's | 5 |
| Spence | 9 | River Osborne | 4 |
| West Alexander | 8 | Central Park | 4 |
| Portage – Ellice | 7 | Tyndall Park | 4 |

DRAFT

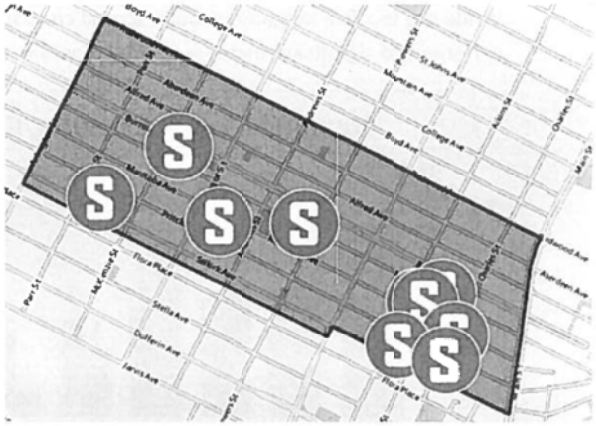


## 4. Maps of Top Five Areas

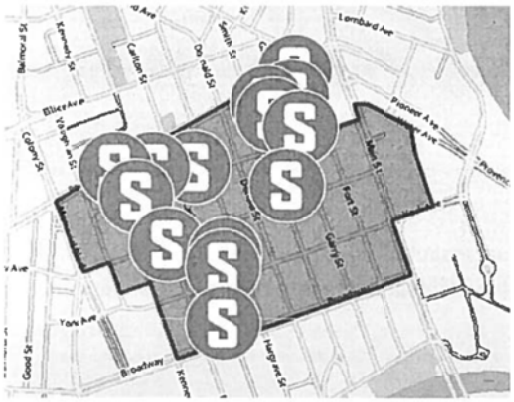
Portage-Ellice



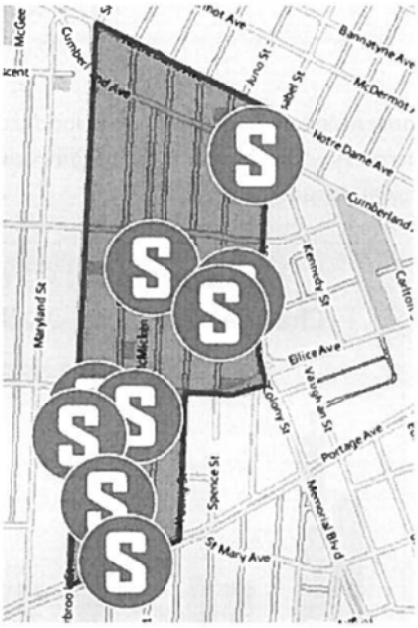
William Whyte



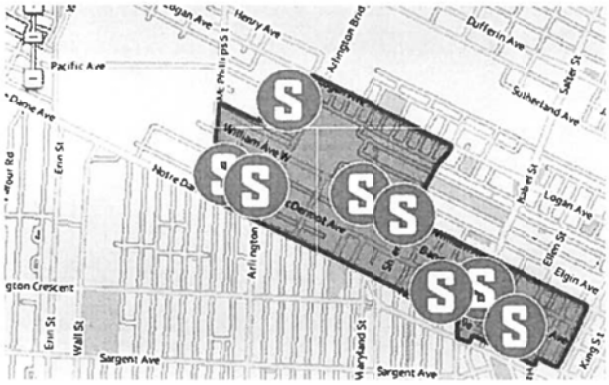
Portage South



Spence



West Alexander



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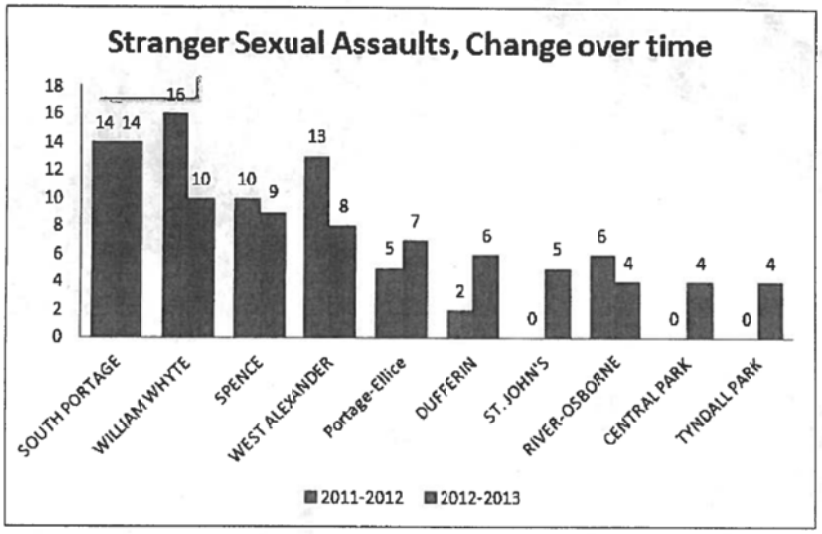
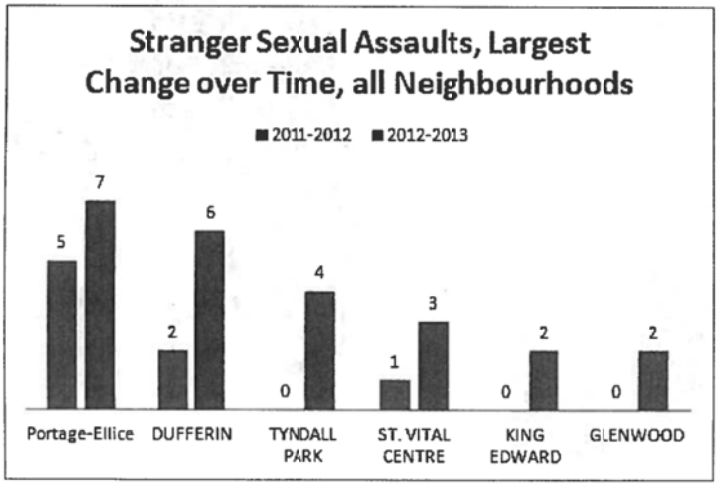
## 5. Neighbourhood Comparisons – Change over Time

While the top five neighbourhoods scored consistently high, some neighbourhoods in the top ten experienced significant increases or decreases in reported stranger sexual assaults:




Some neighbourhoods with lower incidence of stranger sexual assaults also experienced significant increases or decreases. These neighbourhoods experienced the largest changes in reported stranger sexual assaults:



**REPORTS2**

**Minute No. 25 Website and Social Media**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board recommended that the website and social media presentation by Kathleen Cook be received as information.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Leslie Spillett,

That the website and social media presentation by Kathleen Cook be received as information

Carried

**Minutes – Winnipeg Police Board – October 15, 2013**

## REPORTS

**Minute No. 26 New Business**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board was advised of the following upcoming events:

- Dr. Martin Brokenleg presentation to be held on October 23, 2013.
  Contact Councillor Fielding's office for details to attend.

- Crime Prevention Breakfast, sponsored by Manitoba Criminal Justice Association, to be held on Thursday, November 7, 2013 from 8:00 a.m. – 9:30 a.m. Tickets are $25.00 each or $325.00 for a table. See www.mcja.ca or events@mcja.ca for details.

**Minutes – Winnipeg Police Board – October 15, 2013**

DECISION MAKING HISTORY:

Moved by Leslie Spillett,

That the matter be received as information.

Carried

**Minutes – Winnipeg Police Board – October 15, 2013**

On motion of David Keam, Board adjourned at 10:40 a.m.

**APPROVED AND CONFIRMED**

R. Kachur, City Clerk Councillor Fielding, Chairperson

Council Building
510 Main Street
November 8, 2013

A Meeting of the Winnipeg Police Board was held this day at 9:40 a.m.

| | |
|---|---|
| Members of the Board: | Councillor Fielding, Chairperson<br>Councillor Steen<br>Paul Edwards, Vice Chairperson<br>Mary Jane Loustel<br>David Keam<br>Angeline Ramkissoon<br>Leslie Spillett |
| Winnipeg Public Service: | Mr. S. Armbruster, Manager of Special Projects<br>Chief D. Clunis, Winnipeg Police Service<br>Mr. D. Norquay, Executive Director, Winnipeg Police Board |

## MOTIONS

Moved by Paul Edwards,

That the minutes of the meeting held on October 15, 2013, be taken as read and confirmed.

Carried

## TABLE OF CONTENTS

**DELEGATIONS**

1. David Sanders (See Minute 6)
2. David Sanders (See Minute 7)
3. David Sanders (See Minute 8)
4. David Sanders (See Minute 9)

**REPORTS**

5. Report from the Chair
6. Report from the Chief of Police
7. Report from the Finance Sub-Committee
8. Report from the Governance Sub-Committee
9. Operational Review of the Winnipeg Police Service
10. New Business

**ADJOURNMENT**

**Minutes – Winnipeg Police Board – November 8, 2013**

## DELEGATIONS

**Minute No. 1**
David Sanders, was heard with respect to Report from the Chief of Police and submitted supporting documentation.

(See Minute 6)

**Minute No. 2**
David Sanders, was heard with respect to Report from the Finance Sub-Committee and submitted supporting documentation.

(See Minute 7)

**Minute No. 3**
David Sanders, was heard with respect to Report from the Governance Sub-Committee and submitted supporting documentation.

(See Minute 8)

**Minute No. 4**
David Sanders, was heard with respect to Operational Review of the Winnipeg Police Service and submitted supporting documentation.

(See Minute 9)

## REPORTS

**Minute No. 5 Report from the Chair**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Chair.

**Minutes – Winnipeg Police Board – November 8, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That the Winnipeg Police Board Chair's report be received as information.

Carried

**Winnipeg Police Board**

**Chair's Report**

November 8, 2013

## 1. Operational Review of the Winnipeg Police Service

- The final report of the operational review was released publicly on October 29, 2013 at a news conference with Chief Clunis.
- The Board was briefed prior to the public release. A council seminar for City Council members and senior administrative officials was hosted to brief them on the report and recommendations. A copy of the report was shared with the Winnipeg Police Association and Senior Officers Association for their review.
- The Winnipeg Police Association has a final copy of their own operation review. Time has been allocated for Police Board members to be briefed on the results. The WPA has asked that the report be presented to the board. I will make arrangements and time at the next board meeting for the presentation.
- Both reports will be reviewed at our strategic planning session for police executive and board members. An implementation strategy will be developed.

## 2. The new Executive Director

- Our new Executive Director has been hired and is situated in the Council building in the old clerk's office while our new office is being completed.
- The ED has been busy setting up his office and developing timelines for all required reports to the board and city council committees.
- ED is the process of hiring staff to run the day to day functions of the office
- ED is in the process of developing strategic planning session and communications plans for the board.

## 3. Police Board Training

- Two final sessions were hosted by WPS in regards to training sessions
- Topics involved Winnipeg Police operating structure as well as economics of policing
- Fantastic discussion on operating, structure, future challenges and risk for the service
- All sessions were well attended

## REPORTS

**Minute No. 6 Report from the Chief of Police**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Chief of Police.

**Minutes – Winnipeg Police Board – November 8, 2013**

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Chief of Police's report be received as information.

Carried

WINNIPEG POLICE

# STATISTICAL REPORT

## Third Quarter 2013

November 1, 2013

*Creating a Culture of Safety*

WINNIPEG POLICE

# VISION, MISSION, SERVICE VALUES

## Vision:

A safer community built on strong, trusting relationships

## Mission:

As members of the Winnipeg Police Service, we commit to making Winnipeg safer by:

- Performing our duties with integrity, compassion and respect
- Building strong, trusting relationships with the community, because we can't do it all alone
- Enhancing our effectiveness so we can be there when we're needed the most, and
- Finding innovative ways to deliver our services

## Service Values:

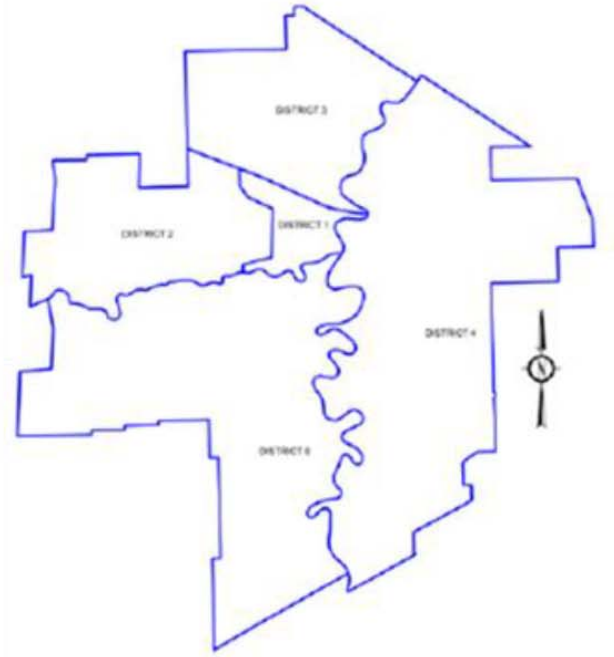
*Integrity* - Acting in an open, honest and trustworthy way in all of our interactions with each other and the public

*Respect* - Honouring individuals and diversity by showing compassion and tolerance to all people

*Citizen Focus* - Conducting ourselves in a professional manner at all times, showing pride in service and commitment to serve the greater good

*Accountability* - Making quality, ethical decisions that guide our individual and collective efforts, and accepting responsibility for our actions

*Courage* - Serving on the street and in leadership roles, being ready to make tough decisions to valiantly protect people and their property



## STAFFING

### Authorized 2013 Complement*

| | |
|---|---|
| Chief of Police | 1 |
| Deputy Chief | 2 |
| Superintendent | 5 |
| Inspector | 22 |
| Staff Sergeant | 30 |
| Sergeant | 85 |
| Patrol/Detective Sergeant | 202 |
| Constable | 1118 |
| **Total Police Members** | **1465** |
| Non-sworn/Staff Members | 404 |
| Auxiliary Cadets | 60 |
| **Total Members** | **1929** |

**DOWNTOWN/ District 1**
Public Safety Building
151 Princess Street
204-986-6246
Open 24 hours

**WEST/District 2**
210 Lyle Street
204-986-6060

**NORTH/District 3**
260 Hartford Avenue
204-986-6313

**EAST/District 4**
1750 Dugald Road
204-986-6262

1400 Henderson Hwy.
204-986-7684

1086 St. Mary's Road
204-986-7686

**SOUTH/District 6**
1350 Pembina Hwy.
204-986-6042

** Includes externally funded positions:*
*6 police – funded by Manitoba Public Insurance*
*163 police – funded by the Province of Manitoba*
*3 police – funded by the Government of Canada*
*25 police – funded by the Winnipeg Airport Authority*
*2 police – funded by the Government of Canada (National Weapons Enforcement Support Team and Community Corrections Officer)*
*11 police – funding shared by Winnipeg Police Service and Winnipeg School Divisions*
*1 police Inspector – funded by HQ Project City of Winnipeg*

WINNIPEG POLICE

## MONTHLY CRIME STATISTICS - SUMMARY

### Violent Crimes – 3rd Quarter Statistics

- Violent Crimes are 9.7% lower compared to the same period in 2012, and 22.5% lower than the five-year average.
- Homicides are 17.4% lower compared to the same in 2012, and 18.1% lower than the five-year average. Because homicides statistics are relatively low, small changes in incidents can result in dramatic percent changes—caution should be used in analysing these figures.
- Major Violent Crimes (Robberies, Assaults and Sexual Assaults) are lower than both 2012 figures and the five-year averages.
- Attempted Murder incidents are 50.0% higher, and Sexual Assault Level II incidents are 71.4% higher than 2012 numbers—again, low incident numbers result in high percentage changes and caution should be used in interpreting this data.

### Property Crimes – 3rd Quarter Statistics

- Property Crimes are 19.4% lower compared to the same period in 2012, and 30.8% lower than the five-year average.
- Arson incidents are 44.8% lower than the same period in 2012 and 31.5% lower than the five-year average. Because the WPS tracks arson incidents with different methodology than the WFPS, caution should be used in comparing data.
- Possess Stolen Property incidents are 45.4% higher than 2012 figures but 9.8% lower than the five-year average. The number of Possess Stolen Property incidents was abnormally low in 2012, thus creating a substantial year-to-year increase value.

### Other Crimes – 3rd Quarter Statistics

- Other Criminal Code Violations are 5.3% lower compared to the same period in 2012, and 3.6% higher than the five-year average.
- This crime category includes Breach of Probation, Fail to Comply with Orders and other proactive policing categories. Increases in incidents may be a result of increased proactive policing.

### Criminal Code Traffic Incidents – 3rd Quarter Statistics

- Impaired Driving is 2.1% higher compared to the same period in 2012, and 8.6% lower than the five-year average.

### Drug Crimes – 3rd Quarter Statistics

- Illicit drug offences are 3.9% lower compared to the same period in 2012, and 15.9% lower than the five-year average.

WINNIPEG POLICE

| All Crimes – 3rd Quarter Statistics |
| --- |
| • **Total cumulative criminal code incidents are 15.3% lower compared to the same period in 2012, and 25.3% lower than the five-year average.** |

| Public Nuisance – 3rd Quarter Statistics |
| --- |
| • **Intoxicated People events is the only nuisance category to show an increase over the same period in 2012, rising by 12.9%.** |

## Notes:

- Criminal Code Offence data cannot be compared to data published on the WPS CrimeStat website. [1]

- The static crime numbers on this page are derived from historical WPS Monthly Statistical Reports. These statistics are used in producing the Monthly Statistical Summary report. In order to make a fair comparison, we must use data which has not been allowed to increase due to late reporting of crime. Using static numbers allows us to compare crime levels at a specific point in time and make an accurate determination of increases or decreases. Exception: due to the dynamic nature of ongoing homicide investigations these numbers may have been manually updated to reflect the current homicide count.

- The numbers reported may change on a daily basis due to the evolving nature of offences being reported and cleared. To a large extent, the data in this report are based on accumulated to date information, i.e.: a snapshot in time. Data totals will only reflect the number of offences reported in the original publication. They are not updated, although late reporting may occur, and offences may continue to change. In order to make valid comparisons, similar snapshots must be captured and frozen.

- Statistics compared to previous year's statistics provide a brief view of recent change. For a better analysis, the present data should be compared to the five-year average, which can be considered a "norm" for incidents.

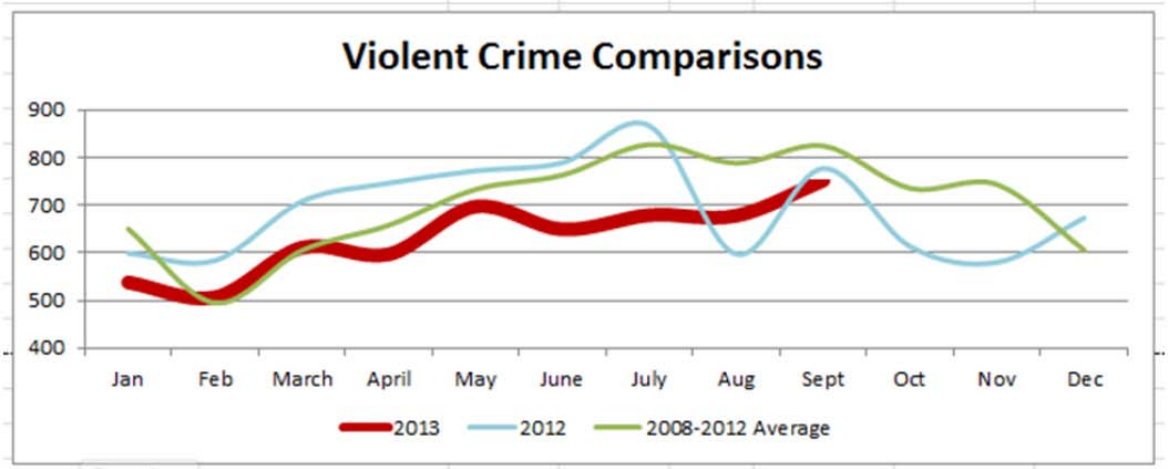
WINNIPEG POLICE

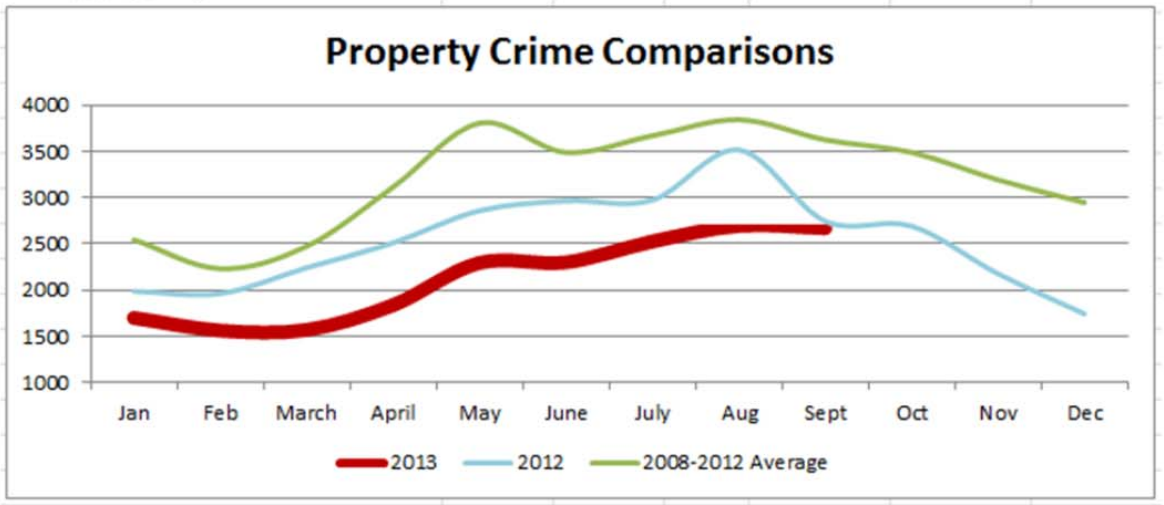
## CRIMINAL CODE CRIME STATISTICS

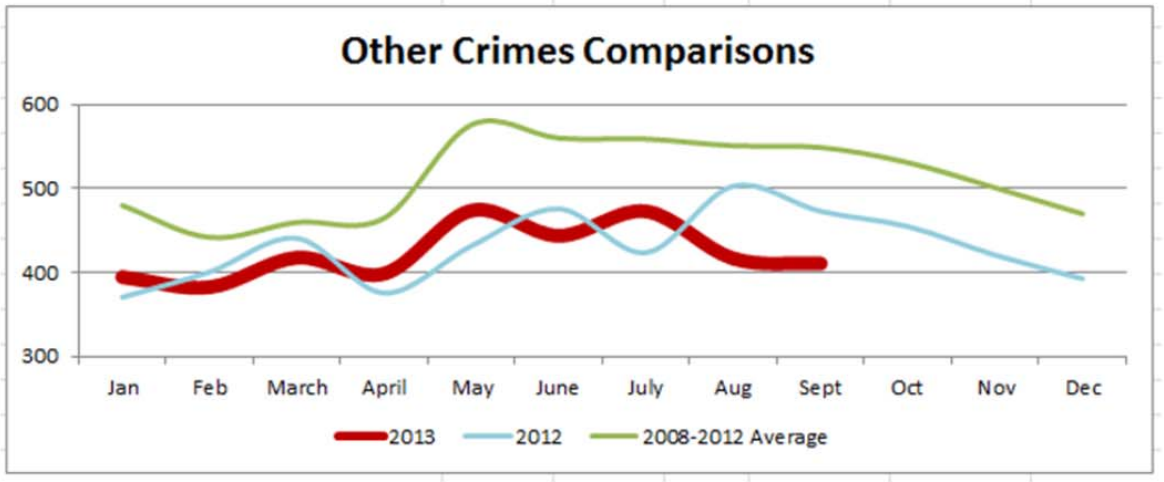
| | Jan-Mar 2013 | Apr-Jun 2013 | Jul-Sep 2013 | Oct-Dec 2013 | YTD 2013 | YTD 2012 | Diff | % Δ 2012-2013 | 2008-2012 Average | % Δ 5 yr average |
|---|---|---|---|---|---|---|---|---|---|---|
| **Violent Crimes** | | | | | | | | | | |
| Homicide [2] | 3 | 9 | 7 | | 19 | 23 | -4 | -17.4% | 23.2 | -18.1% |
| Other Violations Causing Death | 1 | 0 | 0 | | 1 | 0 | 1 | N/C | 4.0 | -75.0% |
| Attempted Murder [2] | 1 | 6 | 2 | | 9 | 6 | 3 | 50.0% | 12.8 | -29.7% |
| Sexual Assault - Level 3 [2,3,4] | 0 | 0 | 1 | | 1 | 0 | 1 | N/C | 1.6 | -37.5% |
| Sexual Assault - Level 2 [2,3,4] | 4 | 2 | 6 | | 12 | 7 | 5 | 71.4% | 9.4 | 27.7% |
| Sexual Assault - Level 1 [2,3,4] | 124 | 124 | 141 | | 389 | 475 | -86 | -18.1% | 500.2 | -22.2% |
| Other Sexual Offences [2,3] | 15 | 13 | 15 | | 43 | 19 | 24 | 126.3% | 20.2 | 112.9% |
| Assault - Level 3 [2,3,5] | 26 | 20 | 30 | | 76 | 77 | -1 | -1.3% | 123.6 | -38.5% |
| Assault - Level 2 [2,3,5] | 278 | 338 | 432 | | 1,048 | 1,152 | -104 | -9.0% | 1431 | -26.8% |
| Assault - Level 1 [2,3,5] | 639 | 788 | 729 | | 2,156 | 2,286 | -130 | -5.7% | 2552.6 | -15.5% |
| Assaults against Peace Officer [2,3] | 53 | 66 | 74 | | 193 | 179 | 14 | 7.8% | 184.8 | 4.4% |
| All Other Assaults [2,3] | 0 | 2 | 1 | | 3 | 3 | 0 | 0.0% | 4.8 | -37.5% |
| Firearms Offences (use of, discharge, point) | 4 | 10 | 13 | | 27 | 20 | 7 | 35.0% | 28.1 | -3.7% |
| All Robberies [2,3,6] | 331 | 313 | 380 | | 1,024 | 1,286 | -262 | -20.4% | 1356.2 | -24.5% |
| Kidnapping / Forcible Confinement [2,3] | 17 | 2 | 8 | | 27 | 57 | -30 | -52.6% | 80.8 | -66.6% |
| All Abductions [2,3] | 0 | 0 | 1 | | 1 | 4 | -3 | -75.0% | 7.2 | -86.1% |
| Extortion [2,3] | 3 | 3 | 1 | | 7 | 0 | 7 | N/C | 4.4 | 59.1% |
| Criminal Harassment [2,3] | 11 | 15 | 15 | | 41 | 25 | 16 | 64.0% | 65.2 | -37.1% |
| Uttering Threats [2,3] | 132 | 220 | 244 | | 596 | 641 | -45 | -7.0% | 837.6 | -28.8% |
| Threatening / Harassing Phone Calls [2,3] | 6 | 2 | 3 | | 11 | 22 | -11 | -50.0% | 79.9 | -86.2% |
| Other Violent Violations [2,3] | 7 | 10 | 6 | | 23 | 35 | -12 | -34.3% | 31.8 | -27.7% |
| **Total Violent Crimes** | 1,655 | 1,943 | 2,109 | | 5,707 | 6,317 | -610 | -9.7% | 7359.4 | -22.5% |

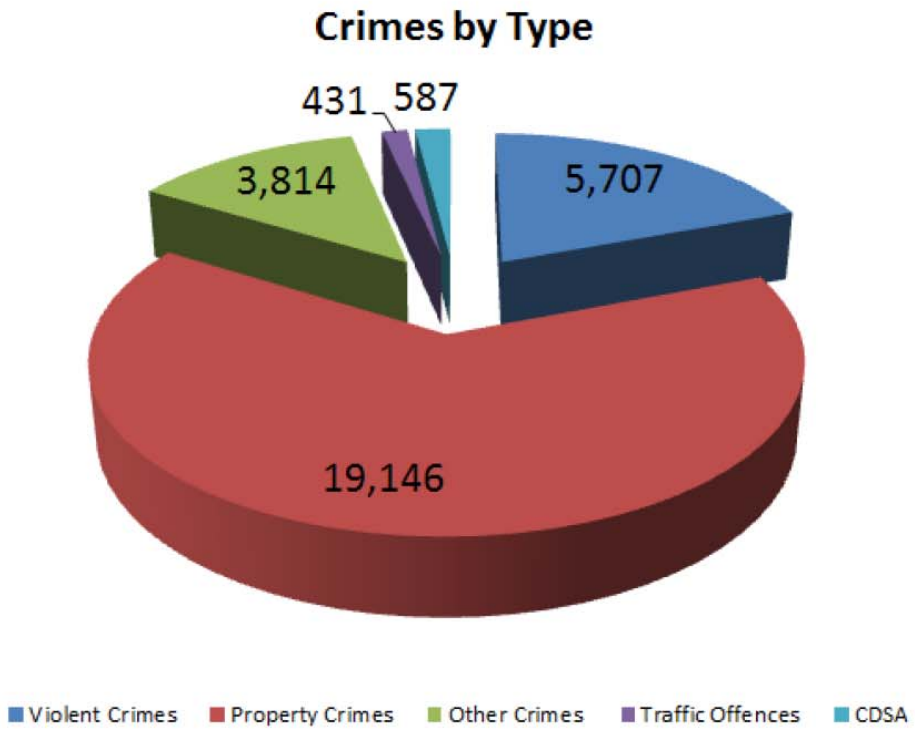
| | Jan-Mar 2013 | Apr-Jun 2013 | Jul-Sep 2013 | Oct-Dec 2013 | YTD 2013 | YTD 2012 | Diff | % Δ 2012-2013 | 2008-2012 Average | % Δ 5 yr average |
|---|---|---|---|---|---|---|---|---|---|---|
| **Property Crimes** | | | | | | | | | | |
| Arson [3,7] | 26 | 82 | 95 | | 203 | 368 | -165 | -44.8% | 296.2 | -31.5% |
| Break & Enter [3] | 672 | 955 | 1,292 | | 2,919 | 3,480 | -561 | -16.1% | 3866.4 | -24.5% |
| Possess Stolen Property | 42 | 58 | 41 | | 141 | 97 | 44 | 45.4% | 156.4 | -9.8% |
| Motor Vehicle Thefts [3] | 534 | 463 | 547 | | 1,544 | 1,593 | -49 | -3.1% | 3082.2 | -49.9% |
| Theft over $5,000 (non-motor vehicle) [3] | 28 | 56 | 49 | | 133 | 166 | -33 | -19.9% | 185 | -28.1% |
| Theft $5,000 or under (non-motor vehicle) [3] | 1,722 | 2,350 | 3,170 | | 7,242 | 8,295 | -1053 | -12.7% | 9212.6 | -21.4% |
| Fraud [3] | 243 | 270 | 222 | | 735 | 640 | 95 | 14.8% | 757.2 | -2.9% |
| Mischief [3] | 1,563 | 2,196 | 2,470 | | 6,229 | 9,112 | -2883 | -31.6% | 10110.2 | -38.4% |
| **Total Property Crimes** | 4,830 | 6,430 | 7,886 | | 19,146 | 23,751 | -4605 | -19.4% | 27666.2 | -30.8% |
| **Other Crimes** | | | | | | | | | | |
| Counterfeiting [3] | 11 | 12 | 11 | | 34 | 45 | -11 | -24.4% | 92.8 | -63.4% |
| Weapons Violations [3,8] | 102 | 127 | 110 | | 339 | 351 | -12 | -3.4% | 351.8 | -3.6% |
| Child Pornography [3] | 4 | 2 | 2 | | 8 | 11 | -3 | -27.3% | 15.2 | -47.4% |
| Prostitution [3] | 22 | 6 | 51 | | 79 | 96 | -17 | -17.7% | 103.2 | -23.4% |
| Disturb the Peace | 11 | 13 | 6 | | 30 | 25 | 5 | 20.0% | 18.4 | 63.0% |
| Offences against Admin of Law & Justice [3] | 1,029 | 1,113 | 1,085 | | 3,227 | 3357 | -130 | -3.9% | 2368 | 36.3% |
| Other Criminal Code [3] | 17 | 44 | 36 | | 97 | 143 | -46 | -32.2% | 732.2 | -86.8% |
| **Total Other Crimes** | 1,196 | 1,317 | 1,301 | | 3,814 | 4,028 | -214 | -5.3% | 3681.6 | 3.6% |

| | Jan-Mar 2013 | Apr-Jun 2013 | Jul-Sep 2013 | Oct-Dec 2013 | YTD 2013 | YTD 2012 | Diff | % Δ 2012-2013 | 2008-2012 Average | % Δ 5 yr average |
|---|---|---|---|---|---|---|---|---|---|---|
| **Traffic Offences** | | | | | | | | | | |
| Impaired Driving / Drive over .08 mg | 104 | 103 | 130 | | 337 | 330 | 7 | 2.1% | 368.6 | -8.6% |
| Other Criminal Code Driving Offences | 23 | 32 | 39 | | 94 | 110 | -16 | -14.5% | 129.2 | -27.2% |
| **Total Traffic Offences** | 127 | 135 | 169 | | 431 | 440 | -9 | -2.0% | 497.8 | -13.4% |
| **CDSA** | | | | | | | | | | |
| Possession - Cannabis | 48 | 61 | 48 | | 157 | 130 | 27 | 20.8% | 151.6 | 3.6% |
| Possession - Cocaine | 12 | 19 | 24 | | 55 | 64 | -9 | -14.1% | 71.8 | -23.4% |
| Possession - Other | 12 | 25 | 26 | | 63 | 38 | 25 | 65.8% | 52.2 | 20.7% |
| Trafficking/Production/Distribution - Cannabis [3] | 36 | 39 | 37 | | 112 | 138 | -26 | -18.8% | 156 | -28.2% |
| Trafficking/Production/Distribution - Cocaine [3] | 46 | 49 | 49 | | 144 | 191 | -47 | -24.6% | 215.2 | -33.1% |
| Trafficking/Production/Distribution - Other [3] | 16 | 22 | 18 | | 56 | 50 | 6 | 12.0% | 51.2 | 9.4% |
| **Total CDSA** | 170 | 215 | 202 | | 587 | 611 | -24 | -3.9% | 698 | -15.9% |
| **Youth Criminal Justice Act** [9] | 75 | 88 | 73 | | 236 | 175 | 61 | 34.9% | 145.6 | 62.1% |
| **Other Federal Statutes** | 0 | 0 | 0 | | 0 | 1 | -1 | -100.0% | 0.4 | -100.0% |
| **TOTAL CRIMES** | 8053 | 10128 | 11740 | | 29921 | 35323 | -5402 | -15.3% | 40049.0 | -25.3% |


Violent Crime Comparisons
900
800
700
600
500
400
Jan
Feb
March
April
May
June
July
Aug
Sept
Oct
Nov
Dec
2013
2012
2008-2012 Average


Property Crime Comparisons
4000
3500
3000
2500
2000
1500
1000
Jan
Feb
March
April
May
June
July
Aug
Sept
Oct
Nov
Dec
2013
2012
2008-2012 Average


Other Crimes Comparisons
600
500
400
300
Jan
Feb
March
April
May
June
July
Aug
Sept
Oct
Nov
Dec
2013
2012
2008-2012 Average


Crimes by Type
431
587
3,814
5,707
19,146
Violent Crimes
Property Crimes
Other Crimes
Traffic Offences
CDSA



## End Notes:

1. Criminal Code Offence data is based on Uniform Crime Reporting data submitted to the Canadian Centre for Justice Statistics, Statistics Canada, and cannot be compared to data published on the WPS CrimeStat website.

2. Totals reflect number of victims.

3. Includes attempted and actual.

4. Sexual Assault Level 1 = Sexual Assault
   Sexual Assault Level 2 = Sexual Assault with a Weapon
   Sexual Assault Level 3 = Aggravated Sexual Assault

5. Assault Level 1 = Assault
   Assault Level 2 = Assault with a Weapon or Assault Causing Bodily Arm
   Assault Level 3 = Aggravated Assault

6. Includes Carjacking, Home Invasion, Purse-snatching, Strong-arm, Commercial and Financial Robberies.

7. Does not include Arson – Disregard for Human Life, which is a violent crime.

8. Includes Explosives, Weapons Trafficking, Weapons Possession Contrary to Order, Possession of Weapons, Unauthorised Importing/Exporting of Weapons, Firearms Documentation/Administration, and Unsafe Storage of Firearms.

9. The Youth Criminal Justice Act (YCJA):

   The YCJA contains provisions to increase the appropriate use of extrajudicial measures for less serious offences, including the following principles:

   - Extrajudicial measures should be used in all cases where they would be adequate to hold the young person accountable.

   - Extrajudicial measures are presumed to be adequate to hold first-time, non-violent offenders accountable.

   - Extrajudicial measures may be used if the young person has previously been dealt with by extrajudicial measures or has been found guilty of an offence. As amended in 2012, the YCJA requires police to keep records of any extrajudicial measures used with a young person. These records will better inform police so that they can take appropriate action in respect of subsequent alleged offences.

   For complete details, refer to: http://www.justice.gc.ca/eng/cj-jp/yj-jj/ycja-lsjpa/back-hist.html

   ***The YCJA is not a statistic on youth crimes.***

David M. Sanders, MA LLB

Winnipeg MB

November 8, 2013

To: Councillor Scott Fielding, Chairperson of the Winnipeg Police Board
Councillor Thomas Steen
Paul Edwards, Vice Chairperson
Mary Jane Loustel
David Keam
Leslie Spillett
Angeline Ramkissoon

Re: **Winnipeg Police Board – 9:30 a.m., Friday, November 8, 2013**

**Report 2. Report from the Chief of Police**
**Report 3. Report from the Budget and Finance Sub-Committee**
**Report 4. Report from the Governance Sub-Committee**
**Report 5. Operational Review of the Winnipeg Police Service**

As an interested private citizen, I wish to follow up on my earlier presentations to the new Winnipeg Police Board.

**Report 2. Report from the Chief of Police**

I believe Minute #19 of the last Board Meeting on October 15, 2013, should be amended to refer to the **written report dated October 8, 2013** from the Chief of Police, rather than a verbal report.

I also suggest that any other document submitted at a Board meeting, should be posted on the City's website for the Decision-Making Information System, so that citizens may have easy access to these documents.

The agenda for this meeting is accompanied by the "Winnipeg Police Service Statistical Report – Third Quarter 2013," as the report of the Police Chief. I think it is a very good idea to post each quarterly statistical report as it becomes available. This particular report suggests that there has been a steady and significant reduction in reported crimes of almost all kinds. This deserves to be reported in the press, together with whatever comments the Chief and Board Members may wish to add regarding the relationships between the activities of the Winnipeg Police Service and the reported results in our community. I am thinking particularly of efforts to prevent crime.

I am sure that the Chief and senior police officers have a lot on their minds, and I understand that so far Board Members have been spending a great deal of their time learning about the operations and requirements of the Winnipeg Police Service. However, I would urge the Chief to follow-up his initial written report of October 8th with regular written reports to the Board on major issues and developments involving the WPS. The posting of his up-to-date reports on the City's website will help inform citizens who don't make a practice of attending these Police Board meetings to hear verbal reports.

In his previous report, the Chief responded to my earlier expression of concerns about support systems for members. I submitted a number of additional questions at the last Board meeting, and I believe he said he would be providing answers to them. Perhaps he could advise when we might expect further information on these very important matters?

**Report 3. Report from the Budget and Finance Sub-Committee**

Again, there is no written report on the website agenda.

I would appreciate hearing whether and when the new Sub-Committee intends to consider and report on the items I listed at the last Board Meeting, such as:

(a) A quarterly update on the Winnipeg Police Services Budget for the Standing Policy Committee on Finance. The Financial Status Report and Forecast submitted to SPC on Finance on October 10 indicated that:

- Police Services 2013 revenues are forecast to finish at $1,955,000 under budget.
- Police Services 2013 expenditures are forecast to finish at $1,215,000 over budget.
- Net 2013 budget shortfall for WPS is forecast to be $3,170,000.

(b) An explanation as to why the Collective Agreement between the City of Winnipeg and the Winnipeg Police Association for the two years ended December 23, 2012, is still not published and available for review by members or anyone else. The Arbitration Award was decided on April 23, 2012, one and one-half years ago.

**If you don't have an answer today, will you please undertake to get one now?**

(c) Report on the preparation of the proposed 2014 WPS budget, and plans for public consultation regarding the budget and services to be delivered.

I am becoming very concerned that the City's 2014 internal budget process is marching along, and that the new Board has not yet seized the initiative in reviewing and preparing timely recommendations for the 2014 budget.

I would also like to hear what role the Board is playing now, or expects to play, in the whole matter of the **New Police Headquarters**. For your information, I am attaching copies of the "Winnipeg Police Service Headquarters Redevelopment Project – Financial Status Report No. 3 for the Period Ending June 30, 2013," together with the submission I made to the Standing Policy Committee on Finance yesterday.

This is a matter of huge significance for the WPS, operationally and financially. Since there doesn't seem to be much accountability for this project at City Hall these days, I would suggest that the community would really appreciate it if the Board would assert a prominent role in the resolution of the issues affecting the future performance and financial priorities of the WPS. Now.

**Report 4. Report from the Governance Sub-Committee**

I would like to thank you for posting the October 28 report of the Sub-Committee to the Board, advising that the Sub-Committee has begun the work of reviewing the Draft Winnipeg Police Board Policy and Procedure Manual.

**Report 5. Operational Review of the Winnipeg Police Service**

Originally I was going to attempt to provide a detailed commentary on the Matrix Report. However, it appears to be a singularly unimpressive piece of work. There is an anonymous report on the matter on your agenda. Was it prepared by the WPS, or the new Executive Director of the Board?

I understand it will be "considered" in the Board's strategic planning process underway, but we have no timeline for that process yet. In the meantime, I wonder if the Chief might advise what recommendations, if any, he would now propose for implementation during 2014?

I look forward to seeing the presentation of the companion operational review conducted on behalf of the Canadian Police Association, at the next Board meeting on December 6.

Thank you.
David M. Sanders, MA, LLB

**David M. Sanders, M.A., LL.B.**

Winnipeg MB

November 7, 2013

Chair and Members
Standing Policy Committee on Finance
The City of Winnipeg
510 Main Street
Winnipeg MB

**Re: Standing Policy Committee on Finance – 9:00 a.m., November 7/13**

**Report #9. Cross Jurisdictional Review – Delegated Financial Authority**
**Report #10. Winnipeg Police Service Headquarters Redevelopment Project – Financial Status Report #3**

As Members of this Committee know, I have been appearing here at City Hall since this spring, urging Councillors to retake control of the Winnipeg Public Service, which has seemed to be ignoring your instructions and directions with impunity, and engaging in some very questionable business.

You recently received the Ernst & Young Audit Report on the New Fire Paramedic Stations Construction Project. As a former public administrator, I was dismayed to hear the very serious criticisms of the behaviour of some senior City administrators, and the failures of other administrators whose professional competence has been called into question. I am pleased that Council has agreed to correct a serious shortcoming of the Audit Report, and has directed Ernst & Young to interview all members of Council and report their findings with respect to the roles played by elected officials, which may well be signficant. I am also pleased that Council has decided to seek outside legal advice with regard to the actions which should be taken with respect to the findings of the Audit Report.

Just before the Audit Report was made public, you also obtained the resignation of the Chief Administrative Officer. So far, there has been no adequate public explanation of either the reasons for, or the consequences of this event. I think the citizens of Winnipeg deserve a straight answer.

**Report #9. Cross Jurisdictional Review – Delegated Financial Authority**

Today you have finally received a report on Delegated Financial Authority which was supposed to have been completed and presented to this Committee by Tuesday, April 2, 2013, **more than seven months ago**.

After all that has been revealed so far, I am surprised that all the "Winnipeg Public Service" can recommend is **that the Chief Administrative Officer's authority to award contracts be limited to $5 million instead of $10 million**.

In this case, "Winnipeg Public Service" means the Interim Acting Chief Administrative Officer, Deepak Joshi; the Chief Financial Officer, Mike Ruta; the Manager of Materials Management, Barb D'Avignon; and the Corporate Controller, Paul Olafson – all of whom were implicated to some degree in the Ernst & Young Audit Report.

Obviously, they have no desire to subject themselves to greater supervision, when they admit that:

> "Based on past experience, it is anticipated very few additional contract awards will require the approval of the appropriate Standing Policy Committee. This is a manageable amount that should not have significant implications to program delivery." (p. 6)

They just don't get it.

And the apparently intimidated Legal Services Division was not even consulted on this report and recommendation.

If the Standing Policy Committee on Finance wishes to take some real action, I suggest that you start by limiting the authority of the CAO, CFO, and Manager of Materials to the award of contracts worth **no more than $100,000**, and require any further delegation of that authority to be approved in advance by Finance Committee. If you are prepared to meet once a week, I am sure you can handle the flow of contract approvals for the next few months, and then decide what level of supervision is required going forward.

At the same time, I suggest that Finance Committee commit to undertaking a thorough review of the City's main financial authority policies, including:

(a) Materials Management Policy (FI-003) – March 24, 2004
(b) City Organization By-law No. 7100/97, including overlapping or conflicting responsibilities of the EPC and Standing Policy Committees
(c) Execution of Documents By-law No. 7367/99
(d) Delegation of Authority for Real Property Transactions (PD-002, PD-003 and PD-004) – January 28, 2009
(e) WPS Administrative Directives (including FM-002 and FM-004).

Hopefully the Ernst & Young Report on the Real Estate Management Audit will be presented shortly. Depending on what is recommended, Finance Committee may wish to retain Ernst & Young or some other qualified external consultants to assist with the suggested review and amendment of the City's policies and procedures.

**Report #10. Winnipeg Police Service Headquarters Redevelopment Project – Financial Status Report #3**

Now if we thought the New Fire Paramedic Stations Construction Project was badly mismanaged, let's consider the New Winnipeg Police Service Headquarters Redevelopment Project.

The recommendation before you this morning is to receive the Financial Status Report **No. 3** "as information."

I'm sorry, but the ongoing mismanagement and even misconduct on the part of just about everyone involved demands more action that that.

I suggest that Finance Committee take the time to review the following series of events:

What started out as a $19 million renovation project has now ballooned to $217 million, and counting. As the press have been reminding us, in 2006 the City planned to spend $19 million on fixing up the present Public Safety Building. The estimated cost rose to $21.3 million by the spring of 2007, and then more than $40 million by the fall. In 2008, when the estimated project cost went to $65 million, the City looked for other options.

| | |
|---|---|
| November 25/09 | Council then approved the purchase of the Canada Post Building for $29,250,000, and the issuing of a call for proposals to complete the $105 million redevelopment of the 4-storey mail processing plant for the consolidation of the Winnipeg Police Service. **The October 28/09 Financial Impact Statement footnote adds that the City's acquisition costs will be $1.5 million more, to be charged to other capital budgets.** (WPS Authorization: P.Sheegl, M. Ruta, D. Joshi, R. Klassen) |
| April 6, 2010 | SPC Infrastructure Renewal and Public Works approved the routing of transit services to the new Canada Post mail processing plant near the airport at an estimated annual net cost of $125,000, as required by the purchase agreement. (WPS Authorization: G. Laubenstein, M. Ruta, Dave Wardrop, Bill Menzies) |
| February, 2011 | Caspian Projects was awarded the construction contract. |

July 16, 2011 — City officials disclosed that eight different consultants had been retained to advise on increased cost estimates for foundation and building envelope issues, etc. Shindico provided "information coordination" but that consulting cost was included in the real estate firm's commission on the sale of the building, and "the city did not disclose the commission for proprietary reasons." If the aforementioned commission was 5%, paid to a broker who was apparently not retained by the Vendor (Canada Post), and not mentioned in the Agreement of Purchase and Sale, that would account for the $1.5 million in "acquisition costs" mentioned in the October 28, 2009 Financial Impact Statement.

July 20, 2011 — Council approved the increase in the Winnipeg Police Headquarters Redevelopment Project from $127,167,000 to $155 million. External debt financing was increased from $101,054,000 to $139,920,000. The Office Tower was to be financed temporarily at $18,976,000, for resale at some future date. The cost of acquiring the 4-storey portion of the Canada Post building was $12.6 million for the Police HQ, and $7 million more in construction period interest brought the grand total to $193,567,000. The Report stated that the Caspian had presented a guaranteed maximum price (GMP) of $137,750,000 – except there were **many conditions about additional costs "that may impact the final cost of redevelopment."**
(WPS Authorization: P. Sheegl, M. Ruta, D. Joshi, I. Day, M. McGinn)

December 7, 2011 — EPC approved a single source negotiation with Adjeleian Allen Rubeli Limited, "on an emergency basis," to assist the City's Project Director, Ossama AbouZeid (Dunmore Corporation), with professional engineering services for up to $2.6 million. The Report listed earlier consulting contracts with AECOM broken down into phases costing $2,520,092 in 2010 and $2,520,092 in 2011.
(WEPS Authorization: D. Joshi, M. Ruta, B. Thorgrimson, R. Benoit)

November 7, 2012 — Property and Development Committee ordered the City administration to cancel its contract with Shindico to manage the 11-storey office tower portion of the former Canada Post building, after the firm had been awarded the contract under a search that did not explicitly identify property-management services.

December 13, 2012 — Councillor Wyatt requested that Ernst & Young include the Police HQ construction management contracts in its Real Estate Management Audit, now nearing completion a year later.

January 29, 2013 — Council approved the 2013 Capital Budget and 2014-2018 Five Year Forecast, which still indicated a total cost of $193,567,000, "supported by Class 2 estimates." Expected accuracy was between -5% and +20%.

May 2, 2013 — Finance Committee received as information Financial Status Report **No. 2**, for the period ending December 31, 2012. (Administrative Standard No. FM-004 requires **quarterly reporting** to Finance Committee – and this is only the second quarterly report?)
The report was approved by the "Major Project Steering Committee":

P. Sheegl, CAO
D. Joshi, COO
M. Ruta, CFO
D. Clunis, Police Chief
O. Abouzeid, Project Director
R. Benoit, Winnipeg Police Services
J. Ruby, Corporate Finance

The major contracts were listed. It was revealed that the single source contract with Adjeleian Allen Rubeli Limited (AAR) had been increased on April 25, 2012, by $1.8 million, to $4.4 million, plus another $150,000 overexpenditure on June 8, 2012.
The report stated that the Caspian GMP price of $137.1 million was based on 30% completion of design drawings, which were not going to be completed until March 2013, and that pricing of the complete design "may differ" from the "GMP".
But as at December 31, 2012, the estimated costs remained at the previously reported $193,567,000.
(WPS Authorization: D. Joshi, M. Ruta, D. Clunis, J. Ruby)

July 2, 2013 — Property and Development Committee approved a recommendation from the Planning, Property and Development Department that it use internal resources to provide property management services for the Office Tower at 266 Graham, at a cost of $45,000 per year instead of the $147,000 per year budgeted, presumably for Shindico's property management contract, which was not finally terminated until June 30, 2013.
(WPS Authorization: D. Joshi, M. Ruta, B. Thorgrimson, I. Day)

November 7, 2013 Finance Committee today is receiving the Financial Status Report **No. 3**, supposedly for June 30, 2013, but dated October 31, 2013 and reflecting receipt of final pricing from Caspian on September 26, 2013. The report forecasts that the project will be $17.2 million over budget, subject to further review of the final pricing by the City's consulting engineers (AAR). This brings the total to **$210,767,000**. Heading for an even quarter billion dollars, perhaps?

Note that the construction contract has actually been increased by $22 million (18%), while the budget for furniture, furnishings and equipment for the police has been reduced dramatically, by almost $5 million.

Pages 9-11 of the report provide a long list of "surprises," which have plagued this project from the beginning, and which give us citizens absolutely no confidence in the persons responsible for its mismanagement thus far.

The Major Project Steering Committee remained the same as in May, but former CAO P. Sheegl had resigned before this report was submitted.

While officials seem to be scrambling to minimize the costs, the report indicates that additional long term debt of at least $15 million will be required, and the Winnipeg Police Service operating budget is going to have to cover the cost in higher annual "rent" for the new building.

However, even now, the report states that a report for additional capital authorization and borrowing authority "will be presented to Council at a future date."

(WPS Authorization: D. Joshi, M. Ruta, D. Clunis, J. Ruby)

As a matter of interest, the Standing Policy Committee on Downtown Development, Heritage and Riverbank Development has been approving leases in the 266 Graham Office Tower:

| | |
|---|---|
| June 24, 2013 | Starbucks lease (City's agent – Shindico) |
| September 9/13 | Relocation of a main floor retail tenant to accommodate the Police Service plans (part of the July 4, 2013 construction overexpenditure of $795,964 on renovations to the Office Tower.) |
| | Canada Post renewal of only 15,143 of 46,219 square feet, causing a budget shortfall of $365,000 per year starting in 2015 unless the space can be leased to other tenants. |

I have to ask: Who is going to clean up this mess?

Thank you,

David M. Sanders, M.A., LL.B.

P.S. It would be most considerate of the Finance Committee if you were to announce **now** that the City will continue to offer the Small Business Tax Rebate in 2014. Otherwise, many small businesses will have to waste a non-refundable $50 filing fee and the time and trouble to appeal their new 2014 business assessments by the deadline on **November 27, 2013**.

Agenda – Standing Policy Committee on Finance – November 7, 2013

## REPORTS

Item No. 10 **Winnipeg Police Service Headquarters Redevelopment Project – Financial Status Report No. 3 for the Period Ending June 30, 2013**

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

That the financial status of the Winnipeg Police Service Headquarters Redevelopment Project as contained in this report be received as information.

# ADMINISTRATIVE REPORT

ISSUE: WINNIPEG POLICE SERVICE HEADQUARTERS REDEVELOPMENT PROJECT – FINANCIAL STATUS REPORT NO. 3 FOR THE PERIOD ENDING JUNE 30, 2013

Critical Path: STANDING POLICY COMMITTEE ON FINANCE

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| J. Ruby | Chief D. Clunis | Mike Ruta<br>CFO | Deepak Joshi<br>A/CAO |

## RECOMMENDATIONS

That the financial status of the Winnipeg Police Service Headquarters Redevelopment Project as contained in this report be received as information.

## REASON FOR REPORT

Administrative Standard No. FM-004 requires quarterly reporting to the Standing Policy Committee on Finance.

## IMPLICATIONS OF THE RECOMMENDATIONS

The project is currently forecasted to be $17.2 million over budget. The project is currently on schedule.

## EXECUTIVE SUMMARY

This report provides an update on the status of the Winnipeg Police Service (WPS) Headquarters redevelopment which is currently on schedule. Investing in the relocation of the WPS to the former Canada Post building at 266 Graham Avenue commenced in in 2009, to consolidate the core WPS functions that are currently dispersed at several locations throughout the City, to increase police presence and improve public safety in the downtown, and to provide the men and women of the police service with the ability and resources required to reduce crime across Winnipeg. Current and anticipated needs of the WPS cannot be achieved in the antiquated Public Safety Building at 151 Princess Street.

On July 20th 2011, Council approved the "Over Expenditure Authorization for the Redevelopment of the Winnipeg Police Service Headquarters Building" which included:

## MAJOR PROJECT STEERING COMMITTEE

The project team reports to an Oversight Committee on a regular basis (bi-weekly). The Committee has been formed and its members are:

Deepak Joshi, Interim Acting Chief Administrative Officer
Mike Ruta, Chief Financial Officer
Devon Clunis, Police Chief
Ossama AbouZeid, Project Director
Randy Benoit, Project Team Member – Winnipeg Police Services
Jason Ruby, Project Team Member – Corporate Finance

Prior to this report, the former CAO Phil Sheegl was a member of this committee.

The Committee has reviewed this report and recommended that the report be submitted to the Standing Policy Committee on Finance.

## PROJECT STATUS

The building is 49% complete, the shooting range is open and in service and furniture, fixtures and equipment are in the procurement stage as at June 30, 2013.

## DESCRIPTION OF PROJECT

- This project is for the redevelopment of the former Canada Post mail sorting plant (which is now known as 245 Smith Street) and the construction of a new shooting range facility at Wyper Road. For clarity, the following activities are not within the responsibility of the Project Director and Project Team:
  - Purchase of the Building from Canada Post Corporation.
  - Management of the office tower at 266 Graham Avenue.
  - Disposal of the Public Safety Building.
- When complete, the new police headquarters will house 14 divisions and approximately 1,250 people. All 6 floors at 245 Smith Street will be redeveloped and have approximately 606,000 square feet of space.
- The building is being redeveloped to 'as-new' condition and has an estimated useful life of 50 years.
- The outdoor shooting facilities at Wyper Road include a 9,500 sq. ft. building for classroom training and an outdoor shooting facility comprised of 36 gun shooting lanes and 12 shotgun shooting lanes.
- Overall, the project budget is $162 million comprised of $155.0 million for redevelopment plus $7.0 million of corporate charges that are meant to represent construction period interest.

## PROJECT SCHEDULE

The following is a summary of key project milestones.

| Key Milestones | Target | Actual |
|---|---|---|
| Range occupancy | Summer 2012 | Sept 24, 2012 |
| Building – available for occupancy | Summer 2014 | - |

*The contractor has presented a guaranteed maximum price (GMP) of $137.750 million. The contractor's submission includes several conditions involving remediation construction costs (caissons/piles, slab flooring, fire stopping/fire proofing, etc.) that may impact the final cost of redevelopment.*

The initial Guaranteed Maximum Price (GMP) was provided in 2011 based on an incomplete design; the City proceeded with construction to:

- mitigate the risk introduced by the long wait to complete the design (work would not have proceeded for 2 years)
- prevent cost increases due to construction inflation during two-year wait to commence work
- prevent manpower and tradesperson shortages during heightened construction project work availability during stadium, museum and airport projects ongoing simultaneously

Original cost estimates were based on an incomplete design. Now, with 100% design, costs are estimated to have increased by $17.2M.

A GMP transfers part of the total risk, however, does not provide absolute protection from cost escalations where risk belongs to the City. Responsibility for unanticipated requirements, design and scope change remained the City's. The final 100% design was completed in April 2013, at which time the contractor began to calculate costs based on the 100% design. The contractor provided the Project Director with an adjusted contract price in late August 2013. The detailed supporting documentation to allow the City's consultant engineers to evaluate the final pricing was received from the contractor in late September 2013.

It is not expected that additional operating budget funds will be required as borrowing costs are less than original budget for the project. A report for additional capital authorization and borrowing authority will be presented to Council at a future date.

## HISTORY

In July 2011, Council approved an increase to $162 million for the redevelopment of the Winnipeg Police Services (WPS) Headquarters building comprised of $155 million for construction and construction period interest charges of $7 million. The total approved budget for the project as approved by Council in July 2011 and disclosed in the 2012 Capital Budget is $193.567 million, which included $31.567 million for the purchase cost of the building. The purchase cost of the building is not included in this report as it is not within the responsibilities of the Project Director and Project Team. The purchase cost of the building has been recorded in the City's financial statements with $12.6 million being allocated to the Mail Sorting Plant at 245 Smith Street and $18.967 million being allocated to the office tower at 266 Graham Avenue.

In July 2011, Council also delegated authority to the CAO to enter into a Guaranteed Maximum Price (GMP) contract. On November 18, 2011, the City entered into a GMP contract with Caspian Projects Inc. for $137.1 million.

| | | |
|---|---|---|
| | | |

Construction commenced on the range facility at Wyper Road in the late fall of 2011. The range reached substantial completion in fall 2012 and is now being used by the WPS. The City is working with the contractor to correct the remaining deficiencies with the range facility.

Construction commenced on the main headquarters building (245 Smith Street) in Summer 2012.

Furniture, fixtures and equipment are in the procurement stages in order to be in place at occupancy.

## MAJOR CONTRACTS

The following is a list of major contracts awarded.

| Bid Opportunity | Awarded To | Description | Award Date | Completion Date | Award/Contract Value |
|---|---|---|---|---|---|
| 66-2010 Phase 1-3 | AECOM Inc. | Professional Consulting Services for the Design and Development of the Winnipeg Police Service Headquarters at 266 Graham Avenue (former Canada Post Building) in Winnipeg | Aug 19, 2010 | Feb 24, 2012 | $2,520,092.00 |
| 66-2010 Phase 4 | AECOM Inc. | Professional Consulting Services for the Design and Development of the Winnipeg Police Service Headquarters at 266 Graham Avenue (former Canada Post Building) in Winnipeg | Jan 4, 2011 | Feb 24, 2012 | $2,820,446.00 (*) |
| 833-2010 Phase 1 | Caspian Projects Inc. &Akman Construction Ltd. *assigned to Caspian Projects Inc. | Construction Management Services for the Design and Development of the Winnipeg Police Service Headquarters at 266 Graham Avenue (Former Canada Post Building) in Winnipeg | Feb 10, 2011 | June 5, 2012 | $50,000.00 |
| 833-2010 Phase 1 – Over expenditures | Caspian Projects Inc. | During the design process, the design engineer determined that additional invasive testing/inspection on the building was necessary to further the design process | Dec 20, 2011 | June 5, 2012 | $276,020.61 |
| 833-2010 Phase 1 – Over expenditures | Caspian Projects Inc. | During the design process, the design engineer determined that additional invasive testing/inspection on the building was necessary to further the design process | June 5, 2012 | June 5, 2012 | $113,937.99 |
| 833-2010 Phase 2&3 **GMP** | Caspian Projects Inc. | Guaranteed Maximum Price Contract for the redevelopment of 245 Graham Avenue and shooting range at Wyper Road | Nov 18, 2011 | Ongoing | $137,100,000.00 |
| Over-expenditures (833-2010) | Caspian Projects Inc. | GMP Contract extended for the relocation/construction of new office space to accommodate an existing tenant in the Office Tower at 266 Graham Avenue displaced by the WPSHQ lobby and other renovations to | July 4, 2013 (**) | Ongoing | $795,964.12 |

| | | | | | |
|---|---|---|---|---|---|
| | | the Office Tower at 266 Graham Avenue. | | | |
| Single Source | Adjeleian Allen Rubeli Limited | Professional Engineering Services Required by the City of Winnipeg Police Headquarters (Canada Post) Project | Dec 23, 2011 | On going | $4,400,000.00 ($2,600,000.00 original contract) ($1,800,000.00 over-expenditure April 25, 2012) |
| Over-expenditure - | Adjeleian Allen Rubeli Limited | Professional Engineering Services Required by the City of Winnipeg Police Headquarters (Canada Post) Project | June 8, 2012 | Ongoing | $150,000.00 |
| Over-expenditure | Adjeleian Allen Rubeli Limited | Professional Engineering Services related to additional design services and revisions to contract drawings related to tower / link requirements and building code standards. | July 19, 2013 (**) | Ongoing | $260,000.00 |
| 201-2012 | Integrated Designs Inc. | Commissioning of the Winnipeg Police Headquarters at 266 Graham Avenue | Jun 19, 2012 | Ongoing | $375,000.00 |
| Direct Assignment | Duboff Edwards Haight & Schachter | Legal Services in the development of the GMP for the Winnipeg Police Services Headquarters | Jul 21, 2011 | April 3, 2012 | Services up to $100,000.00 ($33,989.48 paid) |
| Direct Assignment | Dunmore Corporation | Project Management Services for the Winnipeg Police Headquarters Project | Jun 1, 2011 | On going | $262,580.67 |

(*) – plus $81,866.84 paid to close out services.
(**) – contract event is subsequent to June 30, 2013 reporting date, but included in report for completeness.

## RISK AND MITIGATION STRATEGIES

The GMP Agreement of $137.1 million with Caspian Projects Inc. was based on a 30% completion of design drawings. Previous reports have identified there was a risk that pricing of the 100% complete design drawings may differ from the price based on 30% design. The differences between the 30% complete design and 100% complete design have now been identified and are discussed in the Financial Implications section.

Previous reports had identified that the GMP Agreement also included a Construction Contingency Fund, which is an allowance to cover a small number of construction items where the City was at risk for overages and benefited if these items were less than budget. These items have been resolved and are discussed in the Financial Implications section.

The City has sent a formal letter to Caspian emphasizing that Council has not approved funding beyond $155.0 million to the project and there are currently insufficient monies in the project for any further extension of the GMP Agreement.

Caspian had complied with the City imposed deadline of September 26, 2013 regarding providing final pricing and all supporting back-up for additional items.

Forecasted amounts include a small amount of contingency as there is still another 6 months of construction. The contingency would not be sufficient to handle any unforeseen major issues.

The forecasted costs are based on preliminary reviews of the consultant engineer and Project Director for certain items under discussion with the contractor. There may be further adjustments once the consultant engineer completes their review. The Project Director indicates that $17.2 million in additional funding will be sufficient to complete the project.

**FINANCIAL ANALYSIS - as at June 30, 2013**

**(All figures are in $000)**

| Project Component | Budget | Value/Cost Estimate | Variance Budget to Value/Cost Estimate | Change in Variance from Last Report |
|---|---|---|---|---|
| Engineering, design and other costs | $ 17,900 | $ 17,013 | $ (887) | $ (887) |
| GMP Agreement | | | | |
| - Building redevelopment | $ 116,227 | $ 138,303 | $ 22,076 | $ 19,913 |
| - Shooting range facility | $ 6,573 | $ 7,421 | $ 848 | $ 93 |
| - Furniture, fixtures & equipment | $ 14,300 | $ 9,463 | $ (4,837) | $ (1,919) |
| | $ 137,100 | $ 155,187 | $ 18,087 | $ 18,087 |
| sub-total | $ 155,000 | $ 172,200 | $ 17,200 | $ 17,200 |
| Corporate charges - to represent construction period interest | $ 7,000 | $ 7,000 | $ - | $ - |
| Total | $ 162,000 | $ 179,200 | $ 17,200 | $ 17,200 |

Note: This quarterly reporting was to be as at March 31, 2013. As the June 30, 2013 numbers are available and more current information is available, the report has been updated to this date. The forecasted costs have been updated to information available as at October 31, 2013.

Summary

The project is currently forecasted to be $17.2 million over budget. The following is an analysis of the variances in the GMP contract, detailed as follows:

**all numbers in thousands**

| | Budget | Forecast Total | Variance |
|---|---|---|---|
| Original GMP | $137,100 | $137,100 | $0 |
| Allowance - CCF for "at risk" items | ($5,830) | ($5,830) | $0 |
| Allowance - FFE | ($14,300) | ($14,300) | $0 |
| | $116,970 | $116,970 | $0 |
| CCF Allowance for at risk items | | | |
| Genset load bank - CCN 24 | $2,350 | $6,759 | ($4,409) |
| Other CCN's | $3,480 | $2,104 | $1,376 |
| | $5,830 | $8,862 | ($3,032) |
| FFE Allowance | | | |
| Furniture, fixtures and equipment | $12,800 | $5,606 | $7,194 |
| Level P2 Concrete slab - CCN 002 | $0 | $1,690 | ($1,690) |
| South wall modifications - CCN 001 | $0 | $1,343 | ($1,343) |
| Office Tower tenant relocation costs - out of original project scope | $0 | $796 | ($796) |
| Other CCN's/pending CCN's | $0 | $3,236 | ($3,236) |
| | $12,800 | $12,670 | $130 |
| GMP Adjustment | | | |
| Security | $1,500 | $3,857 | ($2,357) |
| Mechanical, electrical & fire protection | $0 | $12,179 | ($12,179) |
| Other | $0 | $648 | ($648) |
| | $1,500 | $16,684 | ($15,054) |
| GMP - total | $137,100 | $155,186 | $18,086 |
| Soft cost | $17,900 | $17,014 | ($886) |
| Total | $155,000 | $172,200 | $17,200 |

The City has a GMP Agreement with Caspian Projects Inc. in the amount of $137.1 million.

The GMP Agreement contained a construction contingency allowance to deal with 7 specific risk items. As disclosed in previous reports, the City was at risk on these specific items for any overages and benefited if costs were less on these specific items. One item, the Genset Load Bank and associated works was over allowance by $4.4 million. The other 6 items combined were within allowance. No foundation work was required.

Regarding the Genset load bank, the Police Headquarters building must be constructed to nationally prescribe standards that allow the building to continue in a disaster situation. Specifically, the building systems must continue to operate and withstand fire for a period of 2 hours. Building to this standard exceeded the original estimate. Further, the brand of cable originally specified in the design was discontinued during the construction forcing the use of a more expensive product, which was a contributing factor in the overage.

The GMP Agreement also included an allowance of $14.3 million for 'Furniture, Fixtures and Equipment' (FF&E), with the detail being disclosed in the above table (FFE Allowance). Originally, there was approximately $4.0 million intended for furniture, $1.5 million for security requirements and the remainder to address other items required to occupy the building.

As construction progressed, there were a number of items where it was identified that the preliminary design was not functional. As such, the WPS used some of the furniture, fixtures and equipment allowance to address these building issues.

A major item was additional concrete work that was required in the level 2 parking garage. Due to certain mechanicals running through the garage area, the already low ceiling height lacked the clearance required for certain Police vehicles. This was not identified at the earlier stage of design and amounted to $1.7 million in extra costs.

During demolition it was identified that the present condition of the south wall was such that the long term durability of the existing wall was compromised by air leaks and water penetration. Leaving the wall in the current condition would likely have required the City to perform repairs in the next 10 to 15 years. The required repairs were additional costs, but are expected to provide a service life of 50 years and were more economical to complete at this time.

Other examples of items that were identified as the design and construction progressed were the requirement of an additional elevator to transport prisoners as well as needing to ensure secure ceilings in interview rooms. To ensure that only needs were approved (vs. wants), a senior officer was assigned to the project and change items were declined unless deemed critical to occupy the building in its intended purpose.

Additional costs of $796 thousand were incurred to deal with costs associated with the relocation of existing tenants in the Office Tower. Project scope had been defined as only dealing with code requirements in the Office Tower and dealing with tenant issues was an increase in project scope.

The security requirements of the building were difficult to estimate at the early stages of design, as such an allowance of $1.5 million was carried in the GMP for security. Once security requirements were determined, the amount required was $3.9 million. Examples of security requirements are card lock doors and security cameras, as well as the required door frames and wiring that needs to be installed during construction.

As disclosed in previous reports, the City was at risk for design changes between the 30% and 100% drawings. As the design progressed and the paper drawings were taken out into the building, it was determined that the mechanical systems envisioned at the 30% design were not going to physically work. As such there was a significant amount of re-design which resulted in additional costs of approximately $12.1 million relating to mechanical, electrical and fire protection.

Final drawings were not completed until April 2013. There was significant delay in obtaining final pricing from the contractor. As such, the City issued a deadline of September 26, 2013 to obtain final pricing with supporting documentation on the 100% design. At that time, the City also advised the contractor that no additional budget had been authorized by Council and the contractor was proceeding at their own risk. Caspian complied with the deadline and no work stoppage was required. As such, the order of magnitude of the design issues was not known definitively until after this time. Support for the pricing adjustments is currently under review by the City's consultant engineer and amounts should be finalized in November 2013.

Based on the receipt of the final pricing above, it was determined that the allowances in the project are no longer sufficient to deal with the additional costs and that the project is estimated to be in a shortfall position of $17.2 million (if costs are not adjusted further by the AAR review).

The Public Service has reviewed potential funding sources for an estimated shortfall of $17.2 million and is recommending the following:

| | | in dollars |
|---|---|---|
| **Funding Sources** | | |
| Surplus in 4 District Model Project #6331002707 (identified in 2013 Capital Review Proess) | $ | 674,579 |
| Waive internal portion of construction period interest | $ | 1,000,000 |
| Office Tower - 2013 Operating surplus | $ | 300,000 |
| Long Term Debt | $ | 15,225,421 |
| | $ | 17,200,000 |

Since the current project budget was originally approved by Council in July 2011, interest rates have declined and the City has been able to finance over longer periods; as such, the City's projected debt servicing costs have declined substantially since the July 2011 Report to Council which approved $10.2 million for annual debt servicing.

The additional amounts of annual debt servicing associated with the additional $15.2 million in debt results in additional debt and finance charges of $1.0 million per year, less in 2014 due to a partial year occupancy. Debt servicing charged to the WPS is built into their rents and has been adjusted in the annual budget processes.

To summarize, the debt servicing associated with the additional costs on the project has largely been off-set by the favorable interest rates and longer financing terms. As such, the projected impact on the City's operating budget is as follows:

**Operating Budget Impact of an additional borrowing of $15.2 million**
**all numbers in thousands**

| | July 2011 Report to Council 2014 | Draft Operating 2014 | Draft Operating 2015 | Draft Operating 2016 |
|---|---|---|---|---|
| **Forecsted Debt Service** | | | | |
| Base borrowing - $139.9 million | $10,165 | $4,365 | $7,675 | $7,675 |
| Additional borrowing - $15.2 million | $0 | $505 | $1,011 | $1,011 |
| | $10,165 | $4,870 | $8,685 | $8,685 |
| Carried for debt servicing in WPS rents in draft Operating Budget | | ($4,581) | ($8,633) | ($8,633) |
| Net Operating impact | | $289 | $52 | $52 |

The Public Service is currently reviewing the operating budgets for the WPSHQ and other operating budgets with the view that the above net operating impact can be absorbed within existing budgets.

A separate over-expenditure report will be prepared by the Public Service for Council consideration once AAR has completed their review and costs have been finalized.

For clarity, should Council authorize the additional $17.2 million in capital expenditures, the project cost including the purchase of the land and building would be as follows:

| | WPSHQ | Tower | Range | Total |
|---|---|---|---|---|
| Purchase of building | $ 12,600 | $ 18,967 | $ - | $ 31,567 |
| Rennovation | $ 147,579 | $ - | $ 7,421 | $ 155,000 |
| Increase | $ 17,200 | $ - | $ - | $ 17,200 |
| | $ 177,379 | $ 18,967 | $ 7,421 | $ 203,767 |
| Construction interest | $ 7,000 | $ - | $ - | $ 7,000 |
| | $ 184,379 | $ 18,967 | $ 7,421 | $ 210,767 |

## FINANCIAL IMPACT

### Financial Impact Statement

**Date:** October 25, 2013

**Project Name:**
Winnipeg Police Headquarters Development Project

**First Year of Program** 2011

**Comments:**
There is no financial impact as this report is for information only.

As noted in the body of this report, a separate over-expenditure report will be prepared by the Public Service for Council consideration once AAR has completed their review and costs have been finalized.

*"Original Signed By"*
Mike McGinn, CA
Manager of Finance

## CONSULTATION

**In preparing this Report there was consultation with:**

- Project Director
- Winnipeg Police Service
- Corporate Finance

## SUBMITTED BY

Department: Winnipeg Police Services
Prepared by: Jason Ruby – Corporate Finance, Manager of Capital Projects

Date: October 31, 2013
File No.:

# Winnipeg Police Services Headquarters Project

## as at June 30, 2013

| Project Component | Capital Budget | Capital Expenditure Forecast | | | | Surplus (Deficit) | Variance Last Report | Change in Variance |
|---|---|---|---|---|---|---|---|---|
| | | Actual Costs | | | Total | | | |
| | Original | To June 30 2013 | Remainder 2013 | 2014 | Forecast | From Revised Budget | | |
| Engineering, design and other costs | $ 17,900 | $ 10,742 | $ 2,802 | $ 3,470 | $ 17,013 | $ 887 | $ 887 | $ (0) |
| GMP Agreement | | | | | | | | |
| - Building | $ 116,227 | $ 67,533 | $ 49,283 | $ 21,487 | $ 138,303 | $ (22,076) | $ (2,163) | $ (19,913) |
| - Range | $ 6,573 | $ 7,092 | $ 329 | $ - | $ 7,421 | $ (848) | $ (755) | $ (93) |
| - Furniture, fixtures, equipment | $ 14,300 | $ - | $ 3,857 | $ 5,606 | $ 9,463 | $ 4,837 | $ 2,918 | $ 1,919 |
| | $ 137,100 | $ 74,625 | $ 53,469 | $ 27,093 | $ 155,187 | $ (18,087) | $ - | $ (18,087) |
| sub-total | $ 155,000 | $ 85,367 | $ 56,271 | $ 30,563 | $ 172,200 | $ (17,200) | $ - | $ (17,200) |
| Corporate charges - *to represent construction period interest* | $ 7,000 | $ 2,158 | $ 2,608 | $ 2,234 | $ 7,000 | $ - | $ - | $ - |
| Total | $ 162,000 | $ 87,525 | $ 58,879 | $ 32,797 | $ 179,200 | $ (17,200) | $ - | $ (17,200) |

Explanatory Notes:

- This project is for redevelopment of the former Canada Post Mail Sorting Plant at 266 Graham Avenue and for the development of a new shooting range at Wyper Road. For clarity, the scope of this project does not include the purchase of the Building at 266 Graham Avenue, management of the office tower at 266 Graham Avenue or the disposal of the Public Safety Building.

All figures are in $000

## REPORTS

**Minute No. 7 Report from the Finance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Finance Sub-Committee.

**Minutes – Winnipeg Police Board – November 8, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the Winnipeg Police Board Finance Sub-Committee's verbal report be received as information.

Carried

## REPORTS

**Minute No. 8 Report from the Governance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Governance Sub-Committee.

**Minutes – Winnipeg Police Board – November 8, 2013**

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Police Board Governance Sub-Committee's report be received as information.

Carried

# Governance Sub-Committee Report to the Board

**Sub-Committee Meeting Date**: October 28, 2013

**Present:**

Sub-committee members:
- Mary Jane Loustel, Chair
- Councillor Thomas Steen (regrets)
- Angeline Ramkissoon
- Councillor Scott Fielding

Winnipeg Police Service:
- Deputy Chief Dave Thorne
- Superintendent Gord Perrier (regrets)

Staff:
- Kathleen Cook (regrets)
- Don Norquay (regrets)

**Agenda Items:**

1. Welcome & Open Governance Committee Meeting
    - Meeting was called to order at 8:10 am

2. Review of Winnipeg Police Board Policy and Procedure Manual Draft – August 2013 & discussion of governance strategy
    - The Policy and Procedure Manual Draft was discussed by the subcommittee.
    - The subcommittee reviewed the relationship between the documents: The Winnipeg Police Board Policy and Procedure Manual, draft 08/2013; The City of Winnipeg By-Law No. 148/2012 (to establish the Winnipeg Police Board); The Manitoba Police Boards Policy and Procedure, 1/24/2013; and, The Police Services Act (assented to October 8, 2009).
    - M. Loustel commented on the police board governance materials that had been distributed to the subcommittee members and noted themes relating to roles and relationships, risk assessment, strategic planning and accountability reporting. Discussion continued on these themes and the importance of Policy and Procedure Manual setting the foundation for good governance was affirmed by the subcommittee.
    - M. Loustel advised that she would schedule a sequence of working sessions following the next Board meeting (November 8) to further discuss and, as may be required, amend the Policy and Procedure Manual Draft.

3. Adjournment
    - The meeting was adjourned at 9:25 am.

**Minutes – Winnipeg Police Board – November 8, 2013**

## REPORTS

**Minute No. 5 Operational Review of the Winnipeg Police Service**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board concurred in the Operational Review of the Winnipeg Police Service and approved the following recommendations:

1. That the report entitled Operational Review of the Winnipeg Police Service be received as information.

2. That the report be referred to the strategic planning process that the Winnipeg Police Board and the Winnipeg Police Service are currently engaged in for further review and evaluation.

**Minutes – Winnipeg Police Board – November 8, 2013**

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the report entitled Operational Review of the Winnipeg Police Service be received as information.

Carried

Moved by Mary Jane Loustel,

That the report be referred to the strategic planning process that the Winnipeg Police Board and the Winnipeg Police Service are currently engaged in for further review and evaluation.

Carried

**Title:** Final Report of the Operational Review of the Winnipeg Police Service

**Critical Path:** Winnipeg Police Board

**Recommendations:**

- That the report entitled *Operational Review of the Winnipeg Police Service* be received as information.

- That the report be referred to the strategic planning process that the Winnipeg Police Board and the Winnipeg Police Service are currently engaged in for further review and evaluation.

**Reason for the Report:**

As Executive Policy Committee requested the operational review through the 2012 Operating Budget process, the final report is submitted for review.

It may not be desirable or feasible to implement all of the 175 recommendations in the final report; in addition, some of the recommendations are contingent upon the terms of the Winnipeg Police Association collective agreement. Accordingly, prior to implementation, the recommendations require review and evaluation by the Winnipeg Police Board in conjunction with the Winnipeg Police Service.

**Implications of the Recommendations:**

The final report contains approximately 175 recommendations with suggested implementation timing ranging from short-term to long-term. The recommendations are categorized broadly by the following seven (7) areas of operations: Organization and Management, Uniform Services, Operations Support, Investigative Operations, Development Support Services, Administrative Functions, and Functions Reporting to the Chief of Police.

The recommendations are prioritized, and some include the costs/savings associated with them. The efficiency savings identified in the report total approximately $3 million; however, some of the potential efficiencies identified in the report do not have a corresponding dollar value savings attached to them. As a result, it is not yet possible to identify the total potential savings contained within the report. The proposed investments in the report total $3.2 million. Costs and savings identified in the report are projected to be recurring and realized on an annual basis.

**History:**

Council's approval of the 2012 Operating Budget included an allocation of monies to conduct operational reviews to ensure services are being delivered effectively and to identify any potential efficiency savings. At the request of the Chief Operating Officer, with oversight provided by the Operational Review of the Winnipeg Police Service Steering Committee, the Audit Department was requested to contract the necessary services to conduct an *Operational Review of the Winnipeg Police Service*.

The purpose of the operational review was to examine the current structure, organization and overall operation of the Winnipeg Police Service to evaluate the operational efficiency and effectiveness of service delivery. The review was also intended to examine approaches employed by other municipalities with the intent of identifying best practices and performance measures.

The City issued RFP No. 624-2012 – Request for Proposal for an Operational Review of the Winnipeg Police Service. The contract was awarded to Matrix Consulting Group in December 2012.

The review process began in January 2013 and was completed in May 2013 with a final report delivered on August 30, 2013.

The Audit Department was requested to act as the Contract Administrator/Project Manager for this project.

## REPORTS

**Minute No. 10 New Business**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board requested that the Winnipeg Police Board Executive Director provide a monthly report as at each meeting of the Board.

**Minutes – Winnipeg Police Board – November 8, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That the Executive Director provide a monthly report at each meeting of the Board.

Carried

**Minutes – Winnipeg Police Board – November 8, 2013**

On motion of Councillor Steen, Board adjourned at 10:38 a.m.

**APPROVED AND CONFIRMED**

R. Kachur, City Clerk Councillor Fielding, Chairperson

Council Building
510 Main Street
December 6, 2013

A Meeting of the Winnipeg Police Board was held this day at 9:38 a.m.

| | |
|---|---|
| Members of the Board: | Councillor Fielding, Chairperson<br>Councillor Steen<br>Paul Edwards, Vice Chairperson<br>Mary Jane Loustel<br>David Keam<br>Angeline Ramkissoon<br>Leslie Spillett |
| Winnipeg Public Service: | Mr. S. Armbruster, Manager of Special Projects<br>Chief D. Clunis, Winnipeg Police Service<br>Mr. D. Norquay, Executive Director, Winnipeg Police Board |

## MOTIONS

Moved by Mary Jane Loustel,

That the minutes of the meeting held on November 8, 2013, be taken as read and confirmed.

Carried

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**DELEGATIONS**

11. David Sanders (See Minute 21)
12. David Sanders (See Minute 22)
13. David Sanders (See Minute 23)
14. Councillor Mayes, St. Vital Ward (See Minute 17)
15. Councillor Eadie, Mynarski Ward (See Minute 17)

**PRESENTATIONS on the 2014 Budget Review**
**Winnipeg Police Service**

16. Chief Clunis, accompanied by Mr. Ron Smolik, Comptroller, Winnipeg Police Service

**2014 BUDGET REVIEW**

17. 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, 2014 to 2016 Preliminary Operating Budget
18. 2014-2016 Proposed Budget of the Winnipeg Police Service – Report from the Winnipeg Police Board Executive Director
19. Special Resource Officer (SRO) Program Funding

**REPORTS**

20. Report from the Chair
21. Report from the Chief of Police
22. Report from the Executive Director
23. Report from the Finance Sub-Committee
24. Report from the Governance Sub-Committee
25. New Business

**ADJOURNMENT**

**Minutes – Winnipeg Police Board – December 6, 2013**

## DELEGATIONS

**Minute No. 11**
David Sanders, was heard with respect to Report from the Chief of Police, and submitted supporting documentation.

(See Minute 21)

**Minute No. 12**
David Sanders, was heard with respect to Report from the Executive Director.

(See Minute 22)

**Minute No. 13**
David Sanders, was heard with respect to Report from the Finance Sub-Committee.

(See Minute 23)

**Minute No. 14**
Councillor Mayes, St. Vital Ward, was heard with respect to 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, 2014 to 2016 Preliminary Operating Budget.

(See Minute 17)

Moved by David Keam,
That Rule 51(1) of The Procedure By-law No. 50/2007 be suspended to allow Councillor Eadie, Mynarski Ward to address the Committee.

Carried

**Minute No. 15**
Councillor Eadie, Mynarski Ward, was heard with respect to 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, 2014 to 2016 Preliminary Operating Budget.

(See Minute 17)

## PRESENTATION – WINNIPEG POLICE SERVICE

**Minute No. 16**
Chief Clunis, accompanied by Mr. Ron Smolik, Comptroller, Winnipeg Police Service, provided a PowerPoint Presentation with respect to the 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, 2014 to 2016 Preliminary Operating Budget.

(See Minute 17)

WINNIPEG POLICE

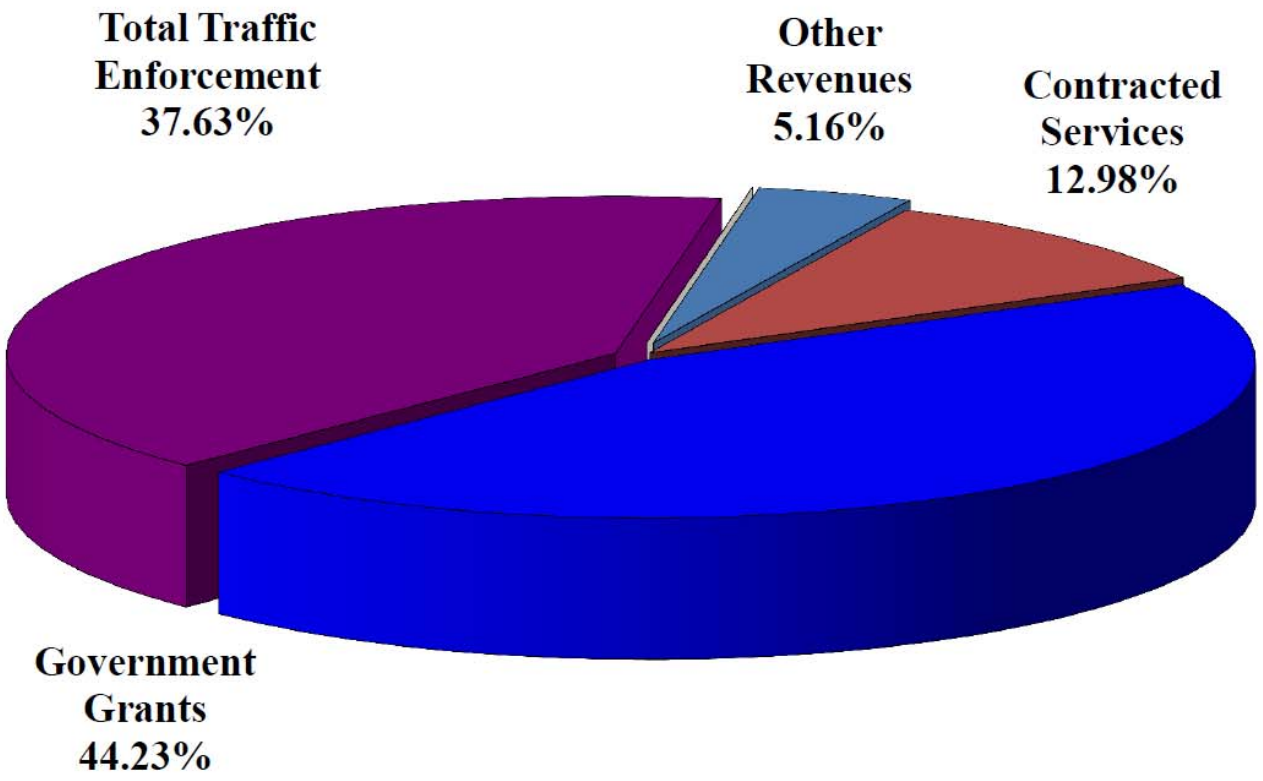
# Winnipeg Police Service
# Finance

Winnipeg Police Board
December 6, 2013

*Creating a Culture of Safety*

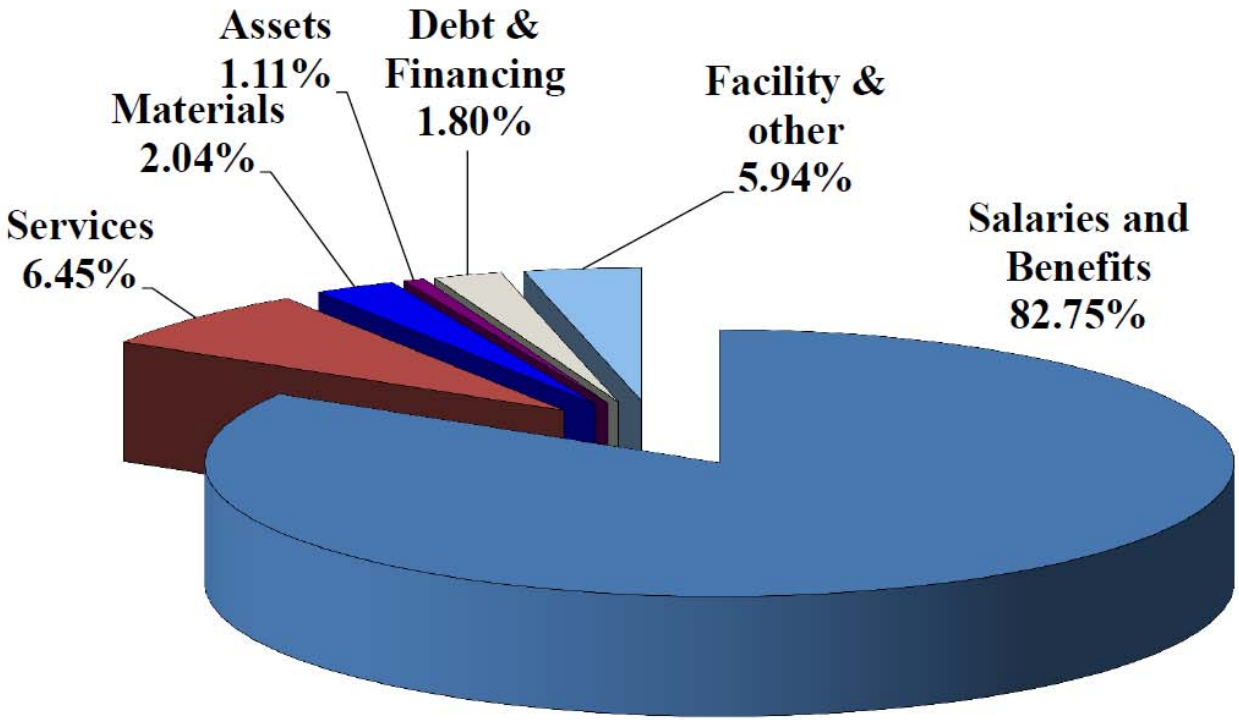
WINNIPEG POLICE

# 2014 Distribution of Revenue



- Provincial revenue constitutes almost half of our overall revenue –funding for provincial commitment to officers
- Photo enforcement –increases because of new digital technology
- Increase in criminal record check rates

# 2014 Distribution of Expenses



- Percentage change salaries 2013 budget from 2012 actual – Increase of 5.51%

- Percentage change salaries 2014 budget to 2013 budget – Increase of 5.30%

- Due to pension rate increases, collective agreement increases, step increases, additions to complements offset by revenues

- Increase in 2014 overall expense budget from 2013 - $16,164,627 or 6.67%

-Other significant increase is facility costs - $7,560,377 or 204.37% increase (due to costs of new Police HQ)

-Decrease in cash to capital of $4,638,000 or 47.18% of previous year(funding for Police capital projects)

- City Administration asked us to come up with a number of reductions.

- One request was to reduce our mill rate contribution by $3,200,000 (1.47% overall budget)

- Through discussions with the Police Board Finance Sub-Committee the Service was able to achieve the bulk of the requested savings except for $683,000 which consists of $200,000 efficiencies savings as directed by the Board, $400,000 savings as directed by the City, and $83,000 savings not realized as the furlough program was cancelled by the City.

-

- This was done by reviewing a number of possibilities and resulting in increases in some revenues.
- Photo enforcement efficiencies and increase of criminal record check fees would increase revenues.
- This could only cover a portion of the adjustment requested.
- Reduction efficiencies over the last few years have streamlined non-salary costs as much as we can.
- The only way to further reduce expenses would be to look at the number and timing of recruits we could hire.

- Savings of $683,000 may still require police/staff complement reductions

- Impact of new Police HQ will be significant on operations and processes and on additional costs in running two buildings over the 7 months move-in

# Risks

- Reduced amounts of recruits available during the busy summer months
- Potential increased overtime
- Potential of higher than budgeted attrition as impact of new HQ's location may change attrition numbers.
- Require redeployment of specialized existing resources

- WPS has just received confirmation that they will be providing services at the Winnipeg Airport Authority until Oct 15/14 and will receive an additional revenue recovery of $511,000 in the 2014 draft budget.
- WPS is recommending that this increase be used to offset the additional budget reductions and eliminate the risks previously discussed.
- This will result in a class of 20 in the spring and 14 in the fall

# Recommendations

- Adjust Budget system with recommended changes
- Restore $400,000 to our net mill rate contribution or,
- Increase revenues by $511,000
- Approve increase to Criminal Record Check Fee rate

WINNIPEG POLICE

# Final Budget Numbers

- Revenues: $ 43,807,967
- Expenses: $ 259,223,628
- Net Mill Rate: $215,415,661
- % Increase over 2013 9.02%

WINNIPEG POLICE

# 2014-2019 Capital Projects

| | 2014 | Forecast | | | | |
|---|---|---|---|---|---|---|
| | Estimate | 2015 | 2016 | 2017 | 2018 | 2019 |
| Automated Fingerprint Identification System (AFIS) | 321 | - | - | - | - | 500 |
| Officer Mobile Video System | - | - | - | 1,000 | - | - |
| Trunk Radio System | - | 2,000 | 5,280 | - | - | - |
| Radio Upgrade for Districts 3 and 4 | - | - | 490 | - | - | - |
| Police Division's Systems upgrades | 3,743 | 2,986 | 1,400 | - | - | - |
| North Station IT requirements | - | 490 | - | - | - | - |
| North District Police Station | - | - | - | 19,423 | - | - |
| Building Video Surveillance Systems | - | - | - | - | 4,160 | - |
| Communication Centre Back Up Site Upgrade | - | - | - | 400 | - | - |
| Security and Card Access | 400 | - | - | - | - | - |
| Mobile and Transient Users | - | - | 250 | - | - | - |
| Intelligence Led Reporting (Phase 2) | - | - | - | - | 1,050 | - |
| Major Case Management System Expansion | - | - | 1,158 | - | - | 500 |
| WPS Data Integration, Auditing and Quality Solution Tool | - | - | - | - | 662 | - |
| Bomb Unit Building | - | - | - | - | - | 651 |
| Technology Upgrades - Information Systems | - | - | - | - | - | 1,200 |
| Next Generation 911 | - | - | - | - | - | 800 |
| In Car Computing | - | - | - | - | - | 1,200 |
| Bomb Unit Truck Replacement | - | - | - | - | - | 300 |
| Total | 4,464 | 5,476 | 8,578 | 20,823 | 5,872 | 5,151 |

- Focus of capital in the next two years will be on the new Police HQ, primarily IT and communication related
- Costs for Communications have gone up significantly due to requirement to have 911 back-up facility
- Majority of other capital is for the evergreening and replacement of software for Police Systems
- Other significant new capital is for the new North District Station

# Recommendations

- Clarification of the Capital Budget for the North Station, currently shows in 2017, should be in 2015.

**Minutes – Winnipeg Police Board – December 6, 2013**

## BUDGET REVIEW

**Minute No. 17 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, 2014 to 2016 Preliminary Operating Budget**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board recommended to Council:

1. That the 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast under its purview be approved.

2. That the 2014 to 2016 proposed Preliminary Operating Budget under its purview be approved with the following amendments:

   A. That an estimate of the operating costs for the Winnipeg Police Service to deliver adequate and effective policing services in 2014 totaling $259,223,628, based on Attachment A, comprised of the following be approved:

| | |
|---|---|
| Revenue estimate | $ 43,807,967 |
| Mill rate support | $215,415,661 |
| Total estimate | $259,223,628 |

   B. That the fees outlined in Attachment B be approved.

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast under the purview of the Winnipeg Police Board be approved.

Carried

Moved by Paul Edwards,

That the 2014 to 2016 proposed Preliminary Operating Budget under the purview of the Winnipeg Police Board be approved, with the following amendments:

1. That an estimate of the operating costs for the Winnipeg Police Service to deliver adequate and effective policing services in 2014 totaling $259,223,628, based on Attachment A, comprised of the following be approved:

| | |
|---|---|
| Revenue estimate | $ 43,807,967 |
| Mill rate support | $215,415,661 |
| Total estimate | $259,223,628 |

2. That the fees outlined in Attachment B be approved.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On November 29, 2013, the Executive Policy Committee referred the 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, as well as the 2014 – 2016 Preliminary Operating Budget, to the following budget review process:

| | |
|---|---|
| December 3, 2013 | Standing Policy Committee on Property and Development |
| December 5, 2013 | Standing Policy Committee on Protection and Community Services |
| December 6, 2013 | Winnipeg Police Board |
| December 9, 2013 | Standing Policy Committee on Infrastructure Renewal and Public Works |
| December 12, 2013 | Executive Policy Committee – Delegations |
| December 13, 2013 | Executive Policy Committee – Recommendation to Council |
| December 17, 2013 | Council |

**Winnipeg Police Board**
**Revised Executive Director Budget Report**

**Date: December 5, 2013**
**Subject: 2014 -2016 Proposed Budget of the Winnipeg Police Service**

**Recommendations:**

1. That the Winnipeg Police Board submit to Council an estimate of the operating costs for the Winnipeg Police Service to deliver adequate and effective policing services in 2014 totaling $259,223,628, based on the attached revised adjustments to the budget proposed by the City Administration, comprised of the following:

| | |
|---|---|
| Revenue estimate | $ 43,807,967 |
| Mill rate support | $215,415,661 |
| Total estimate | $259,223,628 |

2. That the Winnipeg Police Board submit to Council an estimate of the capital costs for the Winnipeg Police Service in 2014 -19 as tabled at Executive Policy Committee on November 29, 2013.

3. That the Winnipeg Police Board recommend that Council approve the fees outlined in the attached table.

**Reason for the Report:**

Subsection 29(1) of *The Police Services Act* requires the Winnipeg Police Board to provide Council with an estimate of the costs required to operate the police service in the next fiscal year.

Section 19 of the Winnipeg Police Board By-law provides:

> 19. The Board shall submit operating and capital estimates to Council that will show the amounts that will be required to maintain the Winnipeg Police Service and provide it with equipment and facilities. The format of the estimates, the period they cover, and the timetable for their submission shall be in accordance with City budget procedures.

Council is responsible for establishing the total budget of the police service; the police board is responsible for allocating the funds that are provided to the police service under the City budget.

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. Chapter 7 of the manual prescribes that the Board shall direct the police chief to prepare an annual estimate of the cost to deliver adequate and

effective policing services in the next fiscal year, and that the Board shall review the draft budget at an in-private board meeting and satisfy themselves that the budget is sufficient to maintain an adequate and effective police service.

The Board reviewed the draft budget at an informal in-private meeting on November 8, after several informal meetings of the Board's Budget and Finance Sub-Committee and the WPS Executive. Subsequent to the November 8 meeting, a number of informal discussions occurred between the City Administration, WPS, and the Board Chair and Executive Director toward a common understanding of the required estimates.

**Implications of the Recommendations:**

1. Traffic enforcement initiative revenue is expected to increase due to the capacity of new digital photo enforcement technology to more effectively detect and record infractions across multiple lanes of traffic, and due to enforcement of speed limits in school zones. The revised increase in photo enforcement revenue will bring it to a total of $11.4 million for 2014. The latest WPS traffic enforcement initiative revenue projection for 2013 is $11.3 million.

2. The attached table shows the current and proposed fees. The fee increases are about 12.6% above the levels that would result from cost inflation adjustments, and therefore are subject to Council approval. The proposed fees will increase the contribution to police overhead costs and will remain below those charged in other jurisdictions. For example, in Edmonton the fee for a criminal record search is $48.00, $9.45 higher than Winnipeg's proposed fee.

3. The projected revenue from the WPS' contract with the Winnipeg Airport Authority to supply policing services has increased by $511,000. The previous revenue projection was based on termination of this contract early in 2014 and it is now clear that this contract will continue until the fall. In addition, WAA has since agreed to indemnify WPS for additional officers. This revenue increase is proposed to be allocated as follows ($000's):

| | | |
|---|---|---|
| Elimination of previous request for additional mill rate support | | $400.0 |
| Previously proposed furlough savings no longer available | $ 83.0 | |
| Reduced target for savings through efficiencies | $ 28.0 | |
| Total | $511.0 | |

4. WPS had proposed to cancel the entire 2014 recruit class to meet the City Administration's original target.

5. The Feb 2014 recruitment class is proposed to be reduced from 34 to 20 instead of being cancelled, with the balance being deferred until the fall. This would save the salaries of 14 recruits for 6 months and related costs. Depending on the attrition rate in 2014, the deferral of 14 members over the summer months would require that front line positions will need to be backfilled from other areas in the Service. This

could be exacerbated by a higher than expected attrition if it occurs; there is a risk that it may be higher in 2014 due to a number of factors.

6. The proposed general operating expense reduction of $172,163 represents less than 0.4% of the WPS' operating expense budget of about $52 million (excluding salaries and benefits). The Chief will determine opportunities to meet this targeted reduction as the 2014 year unfolds, and will report on the specific reductions to be implemented.

7. As a result of informal discussions, the City Administration proposed an increase in net mill rate support from its initial target in this amount.

**Attachment A**

**Winnipeg Police Service 2014 Budget Estimates**
**REVISED Adjustments from October 31 Police Submission to City Administration**

**Revenue**

| | | | |
|---|---|---|---|
| 1. | Net increase in traffic enforcement initiative revenue | $ | (400,740.00) |
| 2. | Increase in fees for record searches | $ | (200,000.00) |
| 3. | Winnipeg Airport Authority contract revenue adjustment | $ | (511,000.00) |

**Expenses**

| | | | |
|---|---|---|---|
| 4. | Restore spring 2014 recruit class | $ | 1,823,058.00 |
| | Reverse decrease in uniform/equipment costs | $ | 144,194.00 |
| 5. | Deferral of 14 members of Feb 2014 class to Fall | $ | (409,457.00) |
| | Reduced costs for reduced spring class | $ | (50,892.00) |
| 6. | Operating expense reductions through improved efficiencies (to be identified) | $ | (172,163.00) |
| 7. | Increase in mill rate support previously accepted | $ | (223,000.00) |
| **Net increase in mill rate support required** | | $ | - |

**Attachment B** **November 29, 2013**

**Winnipeg Police Service 2014 Budget**
**Proposed Fee Increases**

| | Current fee | Inflationary adjustment | Proposed fee | Increase over inflationary adjustment |
|---|---|---|---|---|
| **Accident report copy** | $ 16.33 | $ 16.57 | $ 18.65 | **$ 2.08** |
| **Criminal record search (GST not applicable)** | $ 33.75 | $ 34.25 | $ 38.55 | **$ 4.30** |
| **Criminal record search - online (GST not applicable)** | $ 33.75 | $ 34.25 | $ 38.55 | **$ 4.30** |
| **Criminal record search - online Service Fee** | $ 5.00 | $ 5.00 | $ 5.00 | **$ -** |
| **Criminal record transcript (GST not applicable)** | $ 36.50 | $ 37.00 | $ 41.64 | **$ 4.64** |
| **Incident confirmations** | | | | |
| **Incident confirmations (1)** | $ 16.33 | $ 16.57 | $ 18.65 | **$ 2.08** |
| **Incident confirmations (2)** | $ 21.29 | $ 21.61 | $ 24.32 | **$ 2.71** |
| **Incident confirmations (3 - 4)** | $ 32.19 | $ 32.67 | $ 36.77 | **$ 4.10** |
| **Incident confirmations (5 - 10)** | $ 52.86 | $ 53.65 | $ 60.38 | **$ 6.73** |
| **Incident confirmations (11 - 15)** | $ 73.81 | $ 74.92 | $ 84.32 | **$ 9.40** |
| **Incident confirmations (16 - 30)** | $ 95.24 | $ 96.67 | $ 108.80 | **$ 12.13** |
| **Insurance confirmation** | $ 16.33 | $ 16.57 | $ 18.65 | **$ 2.08** |

## BUDGET REVIEW

**Minute No. 18 2014-2016 Proposed Budget of the Winnipeg Police Service – Report from the Winnipeg Police Board Executive Director**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board concurred in the recommendation of the Winnipeg Police Board Executive Director, as amended, and recommends to Council:

1. That an estimate of the operating costs for the Winnipeg Police Service to deliver adequate and effective policing services in 2014 totalling $259,223,628, based on Attachment A, comprised of the following be approved:

| | |
|---|---|
| Revenue estimate | $ 43,807,967 |
| Mill rate support | $215,415,661 |
| Total estimate | $259,223,628 |

2. That an estimate of the capital costs for the Winnipeg Police Service in the 2014 Preliminary Capital Budget and 2015 to 2019 Five-Year Forecast, as tabled at Executive Policy Committee on November 29, 2013, be approved.

3. That the fees outlined in Attachment B be approved.

(See Minute 17)

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the recommendation of the Winnipeg Police Board Executive Director be concurred in.

Carried

**Winnipeg Police Board**
**Revised Executive Director Budget Report**

**Date: December 5, 2013**
**Subject: 2014 -2016 Proposed Budget of the Winnipeg Police Service**

**Recommendations:**

1. That the Winnipeg Police Board submit to Council an estimate of the operating costs for the Winnipeg Police Service to deliver adequate and effective policing services in 2014 totaling $259,223,628, based on the attached revised adjustments to the budget proposed by the City Administration, comprised of the following:

| | |
|---|---|
| Revenue estimate | $ 43,807,967 |
| Mill rate support | $215,415,661 |
| Total estimate | $259,223,628 |

2. That the Winnipeg Police Board submit to Council an estimate of the capital costs for the Winnipeg Police Service in 2014-19 as tabled at Executive Policy Committee on November 29, 2013.

3. That the Winnipeg Police Board recommend that Council approve the fees outlined in the attached table.

**Reason for the Report:**

Subsection 29(1) of *The Police Services Act* requires the Winnipeg Police Board to provide Council with an estimate of the costs required to operate the police service in the next fiscal year.

Section 19 of the Winnipeg Police Board By-law provides:

> 19. The Board shall submit operating and capital estimates to Council that will show the amounts that will be required to maintain the Winnipeg Police Service and provide it with equipment and facilities. The format of the estimates, the period they cover, and the timetable for their submission shall be in accordance with City budget procedures.

Council is responsible for establishing the total budget of the police service; the police board is responsible for allocating the funds that are provided to the police service under the City budget.

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. Chapter 7 of the manual prescribes that the Board shall direct the police chief to prepare an annual estimate of the cost to deliver adequate and

effective policing services in the next fiscal year, and that the Board shall review the draft budget at an in-private board meeting and satisfy themselves that the budget is sufficient to maintain an adequate and effective police service.

The Board reviewed the draft budget at an informal in-private meeting on November 8, after several informal meetings of the Board's Budget and Finance Sub-Committee and the WPS Executive. Subsequent to the November 8 meeting, a number of informal discussions occurred between the City Administration, WPS, and the Board Chair and Executive Director toward a common understanding of the required estimates.

**Implications of the Recommendations:**

1. Traffic enforcement initiative revenue is expected to increase due to the capacity of new digital photo enforcement technology to more effectively detect and record infractions across multiple lanes of traffic, and due to enforcement of speed limits in school zones. The revised increase in photo enforcement revenue will bring it to a total of $11.4 million for 2014. The latest WPS traffic enforcement initiative revenue projection for 2013 is $11.3 million.

2. The attached table shows the current and proposed fees. The fee increases are about 12.6% above the levels that would result from cost inflation adjustments, and therefore are subject to Council approval. The proposed fees will increase the contribution to police overhead costs and will remain below those charged in other jurisdictions. For example, in Edmonton the fee for a criminal record search is $48.00, $9.45 higher than Winnipeg's proposed fee.

3. The projected revenue from the WPS' contract with the Winnipeg Airport Authority to supply policing services has increased by $511,000. The previous revenue projection was based on termination of this contract early in 2014 and it is now clear that this contract will continue until the fall. In addition, WAA has since agreed to indemnify WPS for additional officers. This revenue increase is proposed to be allocated as follows ($000's):

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|---|---|
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5. The Feb 2014 recruitment class is proposed to be reduced from 34 to 20 instead of being cancelled, with the balance being deferred until the fall. This would save the salaries of 14 recruits for 6 months and related costs. Depending on the attrition rate in 2014, the deferral of 14 members over the summer months would require that front line positions will need to be backfilled from other areas in the Service. This

could be exacerbated by a higher than expected attrition if it occurs; there is a risk that it may be higher in 2014 due to a number of factors.

6. The proposed general operating expense reduction of $172,163 represents less than 0.4% of the WPS' operating expense budget of about $52 million (excluding salaries and benefits). The Chief will determine opportunities to meet this targeted reduction as the 2014 year unfolds, and will report on the specific reductions to be implemented.

7. As a result of informal discussions, the City Administration proposed an increase in net mill rate support from its initial target in this amount.

**Attachment A**

**Winnipeg Police Service 2014 Budget Estimates**
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| 6. | Operating expense reductions through improved efficiencies (to be identified) | $ | (172,163.00) |
| 7. | Increase in mill rate support previously accepted | $ | (223,000.00) |
| **Net increase in mill rate support required** | | $ | - |

**Attachment B** **November 29, 2013**

**Winnipeg Police Service 2014 Budget**
**Proposed Fee Increases**

| | Current fee | Inflationary adjustment | Proposed fee | Increase over inflationary adjustment |
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| **Criminal record search - online Service Fee** | $ 5.00 | $ 5.00 | $ 5.00 | **$ -** |
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| **Incident confirmations** | | | | |
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| **Incident confirmations (11 - 15)** | $ 73.81 | $ 74.92 | $ 84.32 | **$ 9.40** |
| **Incident confirmations (16 - 30)** | $ 95.24 | $ 96.67 | $ 108.80 | **$ 12.13** |
| **Insurance confirmation** | $ 16.33 | $ 16.57 | $ 18.65 | **$ 2.08** |

## BUDGET REVIEW

**Minute No. 19 Special Resource Officer (SRO) Program Funding**

WINNIPEG POLICE BOARD RECOMMENDATION:

The Winnipeg Police Board received as information the Council motion dated July 17, 2013 with respect to Special Resource Officer (SRO) Program Funding.

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by David Keam,
That the motion regarding Special Resource Officer (SRO) Program Funding be received as information.

Carried

COUNCIL:

On July 17, 2013, Council referred the following motion to the 2014 budget process:

Moved by Councillor Havixbeck,
Seconded by Councillor Smith,

WHEREAS every student and school staff member has the right to be safe;

AND WHEREAS the current Special Resource Officer (SRO) program is made up of 12 officers, with two additional officers being assigned to the St. James Assiniboia School Division;

AND WHEREAS the funding for the SRO program is a tripartite agreement between three partners: the City of Winnipeg, the Province of Manitoba and the Manitoba School Divisions;

AND WHEREAS there are two school divisions within the City of Winnipeg who do not have access to School Resource Officers;

AND WHEREAS there is a growing need for additional resources and in particular, to allow every school division within the City of Winnipeg the opportunity to have access to an SRO;

AND WHEREAS the SRO program has resulted in (but is not limited to):
- enhanced school safety of students and teachers during both school hours and after-school hours (dances, sporting events) and;
- improved knowledge of safety, lock-down procedures, legal issues and policing as a career option through officer presentations;

AND WHEREAS Council is committed to providing the citizens of Winnipeg with safe communities, which includes schools;

DECISION MAKING HISTORY (continued):

COUNCIL (continued):

THEREFORE BE IT RESOLVED THAT Council refer for approval to the 2014 Budget process:

1. That the Winnipeg Public Service make the SRO program a permanent initiative geared towards public safety and that the number in the first year, 2013, be increased to 16 from its current 14 Full Time Equivalents.

2. That Winnipeg City Council request the Province of Manitoba and the School Divisions to match the funding for these additional two SRO's and that this be reviewed annually and adjusted based on need in the community.

## REPORTS

**Minute No. 20 Report from the Chair**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Chair.

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the Winnipeg Police Board Chair's report be received as information.

Carried

**Chair's Report**

Winnipeg Police Board

December 6, 2013

1. Strategic Planning Process
    - The Board is required by the Police Services Act and the Winnipeg Police Board By-law to undertake a strategic planning process and develop a strategic plan for the Winnipeg Police Service.
    - The process for strategic planning includes working with Chief as well as consulting the public.
    - Don is going to provide further details about the strategic planning process when he does his Executive Director's report. Work is underway to set up initial planning sessions with the Board and the Police Service.
    - I would like to propose that we establish a Strategic Planning Steering Committee to provide oversight of the strategic planning process. I would further propose that membership on the steering committee include: the two chairs of the Budget and Governance sub-committees – Mary Jane Loustel and Paul Edwards – Leslie Spillett, and myself as Board Chair.

2. Winnipeg Police Service - Budget
    - The Service as well as the Finance Sub-Committee have been hard at work to put forward a proposed budget for the Winnipeg Police Service. This is an item on today's agenda, and I'll let Mr. Edwards discuss that in greater detail as part of his Finance Sub-Committee report.

3. Winnipeg Police Board Budget
    - Work is underway to finalize the budget for the Board that will include the costs of public consultations and strategic planning next year. This should be ready for the Board's review at our January meeting.

## REPORTS

**Minute No. 21 Report from the Chief of Police**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Chief of Police.

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Councillor Steen,

That the Winnipeg Chief of Police's report be received as information.

Carried

**Chief of Police**
**Update Report to the Winnipeg Police Board**

To: Chair and Members
Winnipeg Police Board

From: Chief of Police Devon Clunis

Subject : Update Report

Date: November 29, 2013

---

## Winnipeg Police Service General Survey 2013

Public safety and the role police play continue to be concerns to all citizens of Winnipeg. In order to determine how members of the public feel and to afford them the opportunity to share their beliefs on issues, the Winnipeg Police Service conducts a public opinion survey.

During March 11 to 14, 2013 the Service conducted the General Survey. The goal is to communicate with the citizens of the City and use the results to improve as a Service. In addition to providing needed feedback about procedures and policies to the Police Service, a public opinion survey is a requirement under the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards followed by the Service.

Winnipeg residents were surveyed by telephone by Dimark Research of Winnipeg. A total of 618 respondents answered over 100 questions concerning their involvement with, and opinion of the Winnipeg Police Service. Because the window to conduct the survey was short, approximately four days, the opinions of the respondents were likely not influenced by events involving the WPS that occurred and were reported while the survey was being conducted.

Phone numbers were randomly selected and respondents were allowed to complete the survey if they were Winnipeg residents (inside the Perimeter Highway) and adults. Several quotas were imposed on the fielding of the survey:

- That 52% of the respondents should be female (Census Canada).
- That at least 10% of the total respondents must come from postal code areas relating to police District 1.
- That at least 18% of the total respondents must come from postal code areas relating to police District 3.
- It was expected that the ages of the respondents should generally correspond with the demographics of the city as defined by the Canadian Census.

Many of the questions on the survey are “tracking” questions. They have remained unchanged for over 10 years, through six surveys, and can be used to measure the changing attitudes of citizens over the years. The responses generally equate to the 2012 year although the survey was conducted in 2013. The WPS general survey prior to this one was reported in 2010.

New sections in this survey include questions on the Auxiliary Cadet Program, new initiatives for reporting events to the police over the internet and asking residents on what tasks they believe police should focus their time and efforts.

**Key Issues:**

- 70.1% of the respondents rated the Winnipeg Police Service as excellent or good compared with 2.1% who rated it as poor-very poor. The topbox score is up 9% from 2010, and is the best rating seen for this question since 2003.

- 52.6% believe that crime in the city has remained the same over the past year. In the 2010 survey, the majority of respondents (56%) had felt that crime was on the increase.

- 96.4% felt safe walking in their neighbourhood during the day, a slight improvement from previous surveys, which averaged 92.5%.

- 68% said they felt reasonably or very safe walking in their neighbourhood after dark. This is a notable improvement from the average of the previous two surveys, in which only 57% of respondents felt safe.

- 72% were aware of the Auxiliary Cadet Program, and of those 93% offered approval and less than 3% disapproved. This stands as an excellent record of approval for a new initiative.

- Car theft, frequently mentioned in past surveys, was not mentioned by any respondents to this survey. This shows the car theft problem has been very successfully addressed by the WPS.

- 61.7% thought the right numbers of officers are visible on the streets, an increase of almost 20% from 2010; 37.2% thought there were too few, a decrease of 12% from the last survey. For the first time since these surveys began, the public seems to be saying that the WPS is “right-sized” for the City of Winnipeg. This may be the result of more proactive police initiatives that have put more officers and cadets on the street – particularly on foot patrol.

- Awareness of, and participation in, WPS sponsored crime/public safety initiatives remains problematically low. While 32% had heard of Crimestat, only 8% had accessed it.

- For crime prevention programs, only Crimestoppers (33%) and Neighbourhood Watch (14%) were suggested. Only Neighbourhood Watch and the School Safety program showed over 10% participation rates.

- Satisfaction with police being approachable and easy to talk to:
    - 59.5% of respondents aged 18-34 said “good” and 11% said “poor”
    - A rating of “good” came from 72.5% of those older respondents aged 55+, while the “poor” rating came from 3.4%
    - Of younger respondents who had had contact with the police, 14.5% rated the police as poor for being approachable.

**Future Item**

At the January 10, 2014 meeting, the presentation will be devoted to the **Block by Block** Initiative.

Devon Clunis
Chief of Police

WINNIPEG POLICE

# Winnipeg Police Service
# General Survey 2013

**Dr. Jeff Wyman**
**Research Analyst, Organizational Development and Support**

Winnipeg Police Board
December 6, 2013

# Crime Rates:

**Q. In the last year or two do you think crime has increased, decreased or remained about the same in your neighbourhood?**

| | Total | District 1 | District 2 | District 3 | District 4 | District 6 |
|---|---|---|---|---|---|---|
| **Increased** | 15.7% | 27.4% | 13.2% | 14.8% | 17.7% | 9.3% |
| **Decreased** | 8.4% | 14.5% | 7.9% | 8.3% | 7.8% | 7.1% |
| **Remained same** | 73.5% | 54.8% | 77.6% | 75.9% | 72.0% | 80.0% |
| **No Opinion** | 2.4% | 3.2% | 1.3% | 0.9% | 2.6% | 3.6% |

# Neighbourhood Safety:

**Q. How safe do you feel or would you feel walking alone in your neighbourhood during the day?**

| | Total | District 1 | District 2 | District 3 | District 4 | District 6 |
|---|---|---|---|---|---|---|
| **Very Safe** | 75% | 60% | 76% | 58% | 78% | 87% |
| **Reasonably Safe** | 22% | 29% | 22% | 37% | 20% | 10% |
| **Somewhat Unsafe** | 2% | 5% | 1% | 3% | 1% | 2% |
| **Very Unsafe** | 1% | 6% | 0% | 1% | 0% | 1% |
| **No opinion** | 0% | 0% | 0% | 1% | 0% | 0% |

WINNIPEG POLICE

# Neighbourhood Safety:

**Q. How safe do you feel or would you feel walking alone in your neighbourhood during the day?**

| | | Respondent Age | | | Respondent Gender | |
|---|---|---|---|---|---|---|
| | All Respondents | 18-34 Years | 35-54 Years | 55 or older | Male | Female |
| **Very Safe** | 74.6% | 79.8% | 74.6% | 70.0% | 81% | 68.9% |
| **Reasonably Safe** | 21.8% | 18.0% | 22.4% | 24.6% | 17.2% | 25.9% |

# Neighbourhood Safety:

**Q. How about after dark? Would you feel…?**

| | Total | District 1 | District 2 | District 3 | District 4 | District 6 |
|---|---|---|---|---|---|---|
| **Very Safe** | 28% | 13% | 32% | 19% | 28% | 37% |
| **Reasonably Safe** | 40% | 31% | 47% | 29% | 42% | 46% |
| **Somewhat Unsafe** | 19% | 24% | 16% | 28% | 20% | 10% |
| **Very Unsafe** | 13% | 32% | 4% | 23% | 9% | 6% |
| **No opinion** | 1% | 0% | 1% | 1% | 1% | 1% |

# Neighbourhood Safety:

**Q. How about after dark? Would you feel…?**

| | | Respondent Age | | | Respondent Gender | |
|---|---|---|---|---|---|---|
| | All Respondents | 18-34 Years | 35-54 Years | 55 or older | Male | Female |
| **Very Safe** | 27.5% | 32.8% | 27.2% | 23.2% | 43.8% | 13.1% |
| **Reasonably Safe** | 40% | 38.8% | 43% | 37.7% | 35.2% | 44.2% |

# Cadet Program:

**Q. The primary purpose of the cadet program is to take over some low-risk duties from police service officers to free up officer time. Do you approve of this program? Is that strongly or moderately?**

| | Percent |
|---|---|
| Strongly approve | 75.2% |
| Somewhat approve | 17.8% |
| Neutral | 1.8% |
| Somewhat disapprove | 1.5% |
| Strongly disapprove | 1.3% |
| Don't know | 2.4% |
| Total | 100.0% |

WINNIPEG POLICE

# Camera Enforcement:

**Q. The Winnipeg Police Service has placed mobile PHOTO-RADAR CAMERAS to detect and fine the owners of speeding vehicles at school and construction locations throughout the city. Do you personally approve or disapprove of the installation of these cameras? Is that strongly or moderately?**

| | Respondent Age | | | Respondent Gender | |
|---|---|---|---|---|---|
| | 18-34 years | 35-54 years | 55 or older | Male | Female |
| **Strongly approve** | 30.6% | 41.7% | 55.6% | 36.6% | 48.8% |
| **Moderately approve** | 36.6% | 33.8% | 26.1% | 32.1% | 32.0% |
| **Moderately disapprove** | 9.8% | 7.5% | 6.8% | 9.0% | 7.0% |
| **Strongly disapprove** | 20.8% | 13.6% | 9.7% | 21.4% | 8.2% |
| **No Opinion** | 2.2% | 3.5% | 1.9% | 1.0% | 4.0% |

WINNIPEG POLICE

# Camera Enforcement:

**Q. The Winnipeg Police Service has installed RED LIGHT CAMERAS at certain intersections to detect and fine the owners of vehicles that run red lights.**
**Do you personally approve or disapprove of the installation of these cameras?**
**Is that strongly or moderately?**

| | Respondent Age | | | Respondent Gender | |
|---|---|---|---|---|---|
| | 18-34 years | 35-54 years | 55 or older | Male | Female |
| **Strongly approve** | 39.3% | 51.3% | 63.8% | 46.6% | 56.7% |
| **Moderately approve** | 31.2% | 30.3% | 21.7% | 27.2% | 28.0% |
| **Moderately disapprove** | 9.3% | 6.6% | 3.9% | 7.2% | 5.8% |
| **Strongly disapprove** | 19.1% | 9.6% | 8.7% | 17.2% | 7.6% |
| **No Opinion** | 1.1% | 2.2% | 1.9% | 1.7% | 1.8% |

WINNIPEG POLICE

# Camera Enforcement:

**Q. The Winnipeg Police Service has placed mobile PHOTO-RADAR CAMERAS to detect and fine the owners of speeding vehicles at school and construction locations throughout the city. Do you personally approve or disapprove of the installation of these cameras? Is that strongly or moderately?**

| | 2007 | 2010 | 2013 |
|---|---|---|---|
| **Total approval** | 82.9% | 82.7% | **75%** |
| **Total disapproval** | 15.5% | 15.5% | **22.3%** |

WINNIPEG POLICE

# Camera Enforcement:

**Q. The Winnipeg Police Service has installed RED LIGHT CAMERAS at certain intersections to detect and fine the owners of vehicles that run red lights.**
**Do you personally approve or disapprove of the installation of these cameras?**
**Is that strongly or moderately?**

| | 2007 | 2010 | 2013 |
|---|---|---|---|
| **Total approval** | 87.9% | 84.1% | **79.6%** |
| **Total disapproval** | 11.2% | 13.7% | **18.6%** |

WINNIPEG POLICE

# Citizen Views on Enforcement:

**Q. Please rate the importance of the following police activities on a scale from 1 to 5 in which 1 is not very important and 5 is extremely important.**

| Activity | Average level of concern (out of 5) |
|---|---|
| Cracking down on gangs | 4.71 |
| Criminal Investigations | 4.68 |
| Cracking down on drug dealers | 4.63 |
| Responding promptly to calls | 4.55 |
| Crime prevention | 4.41 |
| Being visible on patrol | 4.32 |
| Keeping peace and order on the streets | 4.13 |
| Traffic enforcement | 3.65 |
| Cracking down on street people like panhandlers and graffiti artists | 3.04 |

WINNIPEG POLICE

# Police Presence:

**Q. Thinking about the number of police you see in your neighbourhood, would you say there are too many, too few, or about the right number?**

| | 2001 | 2003 | 2005 | 2007 | 2010 | 2013 |
|---|---|---|---|---|---|---|
| **Too Many** | 2.0% | 1.0% | 0.5 | 1.0% | 1.9% | **1.5%** |
| **Too Few** | 46.0% | 46.0% | 48.4% | 46.0% | 49.1% | **37.2%** |
| **About Right** | 44.0% | 47.0% | 46.1% | 47.0% | 42.6% | **61.7%** |
| **No opinion** | 8.0% | 6.0% | 5.0% | 6.0% | 6.4% | **4.2%** |

# Age Related Views:

**Q. Do you think the Winnipeg Police Service does a good job, an average job or a poor job of being approachable and easy to talk to?**

| | Respondent Age | | |
|---|---|---|---|
| | **18-34 years** | **35-54 years** | **55 or older** |
| **Good** | 59.6% | 67.5% | 72.5% |
| **Poor** | 10.9% | 4.4% | 3.4% |

# Age Related Views:

**Q. In general, what is your feeling about the professionalism of the Winnipeg Police Service? Do you feel the level of professionalism is ...?**

| | Respondent Age | | |
|---|---|---|---|
| | **18-34 years** | **35-54 years** | **55 or older** |
| **Good** | 63% | 82% | 82% |
| **Poor** | 10% | 5% | 2% |

# Overall Quality:

**Q. In general, what is your feeling about the overall quality of police service in Winnipeg?**

**Do you feel the quality of police service is ...?**

| | 2001 | 2003 | 2005 | 2007 | 2010 | 2013 |
|---|---|---|---|---|---|---|
| **Excellent** | 15.0% | 15.0% | 12.1% | 7.8% | 13.4% | **17.8%** |
| **Good** | 56.0% | 57.0% | 54.7% | 55.0% | 47.5% | **52.3%** |
| **Average** | 23.0% | 24.0% | 28.5% | 31.2% | 31.9% | **24.4%** |
| **Poor** | 4.0% | 2.0% | 2.7% | 4.3% | 3.9% | **3.4%** |
| **Very Poor** | 0.0% | 1.0% | 1.3% | 0.5% | 1.3% | **1.1%** |
| **No Opinion** | 1.0% | 0.0% | 0.7% | 1.3% | 2.1% | **1.0%** |

**Minutes – Winnipeg Police Board – December 6, 2013**

## REPORTS

**Minute No. 22 Report from the Executive Director**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Executive Director.

Further the Winnipeg Police Board approved the creation of the Strategic Planning Steering Committee and appointed the following members:

- Councillor Fielding, Chair
- Paul Edwards
- Mary Jane Loustel
- Leslie Spillett

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Leslie Spillett,

That the Executive Director's report be received as information.

Carried

Moved by Mary Jane Loustel,

That the Winnipeg Police Board approve the creation of the Strategic Planning Steering Committee and appoint the following members:

- Councillor Fielding, Chair
- Paul Edwards
- Mary Jane Loustel
- Leslie Spillett

Carried

**WINNIPEG POLICE BOARD**

**Executive Director's Report**

**December 6, 2013**

## 1. Establishment of the Winnipeg Police Board Office

### a. Office space

I have established a temporary office in the City Clerk's former office area on the main floor of the Council Building, 510 Main Street, telephone 204-986-2320.

The Board's permanent location will be on the 9th floor, 457 Main Street. The Municipal Accommodations Division is managing the office space development. A permit for the work has been issued and we are expecting that the office will be ready for occupancy in mid to late January, 2014.

The Chair's Executive Assistant has very kindly undertaken to continue to be our contact with Municipal Accommodations on this project and will be ordering furniture for the space shortly.

### b. Information technology requirements

I have reviewed our IT hardware and software requirements with Business Technology Services staff. In addition to the usual computer and presentation hardware and office suite software needed in all modern offices, we will be acquiring MS SharePoint and MS Project software to facilitate online collaboration and sharing of documents and to assist in planning and managing our work.

I have also asked BTS to assist in the provision of a means to provide Board members with secure online access to confidential documents. While it is essential that the Board operate transparently, we are of course obliged to comply with the privacy restrictions under FIPPA, and at times we will need to internally share documents on matters involving public security or sensitive financial or personal information that we must securely keep confidential.

### c. Visual identity

I have met with Printing, Graphics and Mail Services staff to discuss Board logo and letter head design and printing requirements.

As an independent civilian governance body established by a City by-law pursuant to provincial legislation, I am recommending that the Board have a visual identity that is somewhat distinctive from that of the City of Winnipeg and the WPS. Creative Services has agreed to develop some conceptual design options. I plan to consult on these options with WPS and will advance them to the Board for your review and input before the end of the year.

**d. Hiring of Administrative Assistant**

With much appreciated assistance from City Human Resources staff, I have finalized a description for the Board's Administrative Assistant position. The position has been classified "Clerk C – Exempt", with a salary range of $1,763.24 to $1,906.07 bi-weekly. HR has completed a posting and the position should be advertised externally this week. Filling this position is a top priority for me as there are a number of administrative tasks that need to be addressed in a timely manner.

**e. Hiring of Policy and Research Analyst**

The Board's budget includes funding for a third staff member. I am proposing to continue to retain Kathleen Cook to carry out the role of Policy and Research Analyst on an interim basis. I am working with HR to amend the terms of her current engagement as necessary. I will review this situation and determine my advice on the future plans for this position within a few months.

**2. Strategic Planning**

Essential aspects of the legislative and policy framework for the Board's strategic planning mandate are set out below.

Section 28 of *The Police Services Act* provides (in part) that the Board must, after consulting with the police chief, establish priorities and objectives for the police service, and that the Board must ensure that community needs and values are reflected in the policing priorities, objectives programs and strategies.

Section 21 of the Winnipeg Police Board By-Law (No. 148/2012) provides that the Board "shall prepare an annual strategic plan which shall be submitted through the Standing Policy Committee on Protection and Community Services." Section 15 provides that the Board "shall annually hold a minimum of two additional public consultations to solicit

community input on public safety issues and priorities, which public consultations shall be held in locations throughout the City."

Subsection 35(1) of *The Police Services Act* requires the Board to operate in accordance with the Policy and Procedure Manual for Manitoba Police Boards prepared by the Manitoba Police Commission ("the MPC Manual"). Chapter 5.1 of the MPC Manual provides (in part) that the Board "must establish a multi-year strategic plan for the police service" that "contains performance indicators that measure success". This chapter further provides that the Board "shall produce its own practices and procedures for creating a strategic plan", and that "Minimally the strategic plan should include vision and mission statements for the police service and measurable priorities and objectives of both a long-term and short-term nature."

I have met on several occasions with Gord Perrier, WPS' Superintendent of Strategic Support Services, to discuss the process for development of the Strategic Plan for the Winnipeg Police Service. We are advising that the initial strategic plan be for a 5-year period and be summarily reviewed and updated annually, with a major review to take place every 5 years or earlier upon any major changes in Winnipeg's policing context. We are planning an informal joint Board-WPS Executive strategic planning session at the end of January 2014 to determine the strategic planning framework and public engagement process. We are also proposing that we jointly develop a draft Environmental Scan document for review at this session, to facilitate discussion and an initial common understanding of key challenges and strategic priorities.

I am also proposing an informal Board meeting in early January to prepare for the joint session. I have developed a draft "work-in-progress" PowerPoint presentation with advice on the strategic planning framework and public engagement process. I propose to review the content of this presentation with the Governance Committee during its December meetings, for consideration for incorporation in the Board's practices and procedures for creating a strategic plan. The final product will be taken to the Board for its consideration and approval, and then be presented during the joint strategic planning session at the end of January.

At my request, Gord Perrier has also arranged for WPS staff to put together background information on the previous WPS strategic planning process, as well as the 12 community forums and 9 uniform member forums held by Chief Clunis in the first half of 2013. Much good work has been done in support of strategic planning by WPS to date, and we are recommending that the Board's strategic planning initiative build upon this work. This

background information and the input from the 21 forums will be reflected in the proposed Environmental Scan document.

**3. Policy & Procedure Manual**

I have met with City administration and legal staff to discuss and review the Board's draft policy and procedures manual. The City has a number of concerns with the document. Most of the issues are within the sections of our draft document that are copied word-for-word from the MPC Manual. I will discuss the provisions in question with our Governance Committee at its next meeting, and if the Committee concurs, I will take the concerns directly to Andrew Minor, Executive Director of the MPC, who has indicated a willingness to consider and advance revisions to the Commission.

I have personally reviewed the draft policy and procedures manual in depth and will have some issues and ideas to discuss with the Governance Committee at its upcoming meetings.

**4. Winnipeg Police Service Operational Reviews**

The reports on the two operational reviews of the Winnipeg Police Service conducted by Matrix Consulting Group and by Drs. Griffiths and Pollard of Simon Fraser University provide very valuable information in support of the Board's strategic planning mandate. The documents will be useful in the preparation of the Environmental Scan and will help inform determination of the strategic priorities and strategies for the Winnipeg Police Service.

WPS' Strategic Support Services is reviewing, classifying and prioritizing all of the recommendations of both reports and will be bringing a report on this work to the Board-WPS Executive strategic planning session at the end of January.

**5. Trip to Edmonton for Police Commission Meetings**

At the suggestion of the Chair, I travelled to Edmonton on November 21 to meet with my counterpart at the Edmonton Police Commission and to observe the *in camera*, closed and public meetings of the Commission held that afternoon and evening. This was a valuable exercise and I very much appreciated the time spent with me by the Commission's staff and their hospitality. I have returned with substantial information and advice for administrative and meeting processes from a well-established and sophisticated police governance body.

## 6. Winnipeg Police Service 2014 Budget

Subsection 29(1) of *The Police Services* Act requires the Board to provide Council with "an estimate of the costs required to operate the police service in the next fiscal year".

I have supported and engaged in several informal discussions with the Board's Budget and Finance Committee Chair and members, WPS Executive staff, and City administration staff on the WPS' 2014 Budget, toward achieving a consensus on this estimate.

The outcome of these informal discussions will be discussed at our meeting on December 6.

## 7. Annual Report

Section 21 of the Winnipeg Police Board By-Law requires that the Board issue an annual report to Council for information through the Standing Committee on Protection and Community Services. The annual report must include a summary of the Board's activities for the year.

Chapter 5.2 of the MPC Manual requires the Board to complete an annual report and submit it to the Commission no later than three months after the end of the fiscal year.

I have directed the Board's Policy and Research Analyst to begin compiling the information necessary for preparation of the Annual Report in order to ensure that it is completed and submitted in a timely manner in accordance with the above requirements.

## 8. Miscellaneous activities

### a. Meeting with Andrew Minor, Executive Director of the Manitoba Police Commission

On October 21, I met with Andrew Minor, and began to establish a positive working relationship. Andrew has graciously offered his advice and support, and a willingness to discuss and consider issues and concerns, including any potential need for revisions to the MPC Manual.

### b. Police Board training session

On October 22 I attended a Board training session with WPS staff, on Strategic Information.

**c. Presentation by Dr. Martin Brokenleg**

On October 23, I had the privilege of attending a presentation by Dr. Martin Brokenleg, a Renowned 'Reclaiming Youth' Speaker, on "The Circle of Courage" & "Mobilizing Communities". Dr. Brokenleg holds a Ph.D. in Psychology and is an excellent and highly motivational speaker. His approaches to changing the lives of troubled youth and arresting intergenerational trauma transmission and its adverse social impacts will be of significant value as the Board considers its mandate to provide civilian governance respecting the prevention of crime in Winnipeg.

**9. Priority activities going forward**

In the coming months, subject to the Board's direction on priorities, my time will be focused on the following activities:

a. Finalizing the Board's 2014 Budget.
b. Fully establishing, equipping and staffing the Board office and developing its internal filing, tracking, financial management and other office processes and systems.
c. Completing the Board's first Annual Report.
d. Developing, supporting and implementing the Board's strategic planning process for the Winnipeg Police Service, in consultation with the WPS executive team.
e. Supporting the Budget and Finance Sub-Committee's development of financial objectives.
f. Supporting the Governance Sub-Committee's development of Board policies, practices and procedures, including those related to meetings of the Board, strategic planning, budget processes, report flows, managing confidential information, human resources, board remuneration and expense claim processes, and monitoring of Board effectiveness.
g. Developing proposals for the Board's communication and public engagement strategies, including its visual identity, a separate website, communication protocols, means to share and receive information to support meaningful and informed public engagement, etc.
h. Commencing work to support the development of risk management and strategy plans as required by the MPC Manual.
i. Reviewing Board and staff training needs and developing a 2014 training plan.

David M. Sanders, MA LLB
907-885 Wilkes Avenue
Winnipeg MB

December 6, 2013

To: Councillor Scott Fielding, Chairperson of the Winnipeg Police Board
Councillor Thomas Steen
Paul Edwards, Vice Chairperson
Mary Jane Loustel
David Keam
Leslie Spillett
Angeline Ramkissoon

Re: **Winnipeg Police Board – 9:30 a.m., Friday, December 6, 2013**

**2014 Budget Review - Reports 1 and 2**
**Report 2. Report from the Chief of Police**
**Report 3. Report from the Executive Director**
**Report 4. Report from the Finance Sub-Committee**

**2014 Budget Review - Reports 1 and 2**

I understand that the Board has followed the procedure contained in its Draft Policy and Procedure Manual, which has not yet been adopted. The Board met *in camera* to consider the 2014 budget recommended by the Winnipeg Police Service, it made some amendments, and then it approved its submission to the City Administration. I would have expected the Board to approve its recommended 2014 budget at its public meeting, but it did not do so.

I recommend that the Policy and Procedure Manual be amended to ensure that in future the Board's budget proposals are approved in public at that stage.

In any event, it appears that the 2014 Operating Budget has not been reduced as was threatened by some Councillors earlier this year. If I understand the Executive Director's Budget Report correctly, the Board has succeeded in restoring the 2014 recruit class which the WPS had proposed to cancel. If the Board made any other significant changes, I think the public would like to know.

However, I am very concerned about the potential effects of EPC's proposals to save an additional $14.1 million through "City-wide" vacancy management – which means that many positions will not be filled, or at least will be delayed. There is also the proposed $1.4 million for 3.5 days of mandatory unpaid leave EPC proposes to force on all "non-essential services." Can the Board advise what effects these two measures might have on the Winnipeg Police Service?

The 2014 Preliminary Capital Budget does not reflect the proposed $17.2 million increase in the still estimated cost of the New Police Headquarters Redevelopment Project. If approved, it will mean an increase in the WPS annual "rent." Is that increased annual cost already reflected in the 2014 operating budget before us, or will it mean that further unspecified reductions must be made in the current operating estimates?

Given the highly controversial nature of the design, construction, management and financing of the New Police Headquarters Redevelopment Project, I am rather surprised that there has been absolutely no mention of it at the public Police Board meetings so far (except by me). Are the Board members aware of what is going on? Since the Chief of Police is a member of the Steering Committee for the project, perhaps the Board might ask him to comment today on the status of the project, and the implications for police operations and finances.

One consequence of the latest $17.2 cost overrun is the proposed postponement of the new $19.4 million North District Police Station to 2017 or beyond. I also worry that the two-thirds reduction in the Furniture and Equipment Budget for the New Headquarters, made to off-set otherwise larger cost overruns, will just reappear as an additional unanticipated requirement for scarce police department funds in the near future.

Since the New Headquarters is very much your business, perhaps the Winnipeg Police Board might consider approving a motion today, recommending that the City Auditor arrange for an external audit of the construction and management of the New Headquarters project. I think many citizens would applaud you for doing that right now.

**Report 2. Report from the Chief of Police**

I was hoping that this month the Chief of Police would respond to my follow-up questions about support systems for members, which I presented on October 15:

- What has been the turnover rate for the single staff psychologist position? How many members have used his or her services during each of the past five years?
- Does the single Wellness Program officer have any relevant training, or does the officer simply respond to requests for referral to other services, such as the Blue Cross Employee Assistance Program? How many members has the officer responded to during each of the past five years?

- How many members have sought help from the "Peer Support Program" during each of the past five years?
- Is the Post-Critical Incident Program overseen by the same single Wellness Officer? How many part-time officers actually assist with the program, and what exactly does it involve? Describe the "broad range of information, support and professional follow-up assistance." What qualifies as a "critical incident"? How many such incidents have there been during each of the past five years?
- Exactly what is the "Assessment and Intervention Program (AIP)"? Is the "framework" just a document? Who is responsible for applying it proactively, and how many times has it been applied during each of the past five years?
- Is the "Members Assistance Program" just the phone number for the Blue Cross EAP referral service?
- How can members be confident that their requests for support will be kept confidential, and not have an effect on their service records or prospects for promotion?
- How can WPS persuade its members that seeking help is a sign of strength, not weakness, when police officers are expected to be "tough."

I am afraid that based on my admittedly very limited knowledge to date, it appears that the Winnipeg Police Service may not "walk the talk." I am aware of a current case which has so far been completely fumbled by the department. I sincerely hope that this is an isolated case, and that competent management will take over the file soon. But frankly, I suspect this case is a startling indication of the inadequacy of the department's typical response to such matters.

**Report 3. Report from the Finance Sub-Committee**

Once again, there is no Finance Sub-Committee report on the website agenda, although we do have the Report from the Executive Director.

Is this morning's Board meeting to be the sole opportunity for the public to learn about and provide recommendations for the 2014 Police Service Operating and Capital Budgets? This is hardly the kind of community outreach and consultation which the new legislation anticipated. I hope you will arrange to do much better in the future.

At previous Board meetings I have been asking for an explanation as to why the Collective Agreement between the City of Winnipeg and the Winnipeg Police Association for the two years ended December 23, **2012**, a year ago, is still not published and available for review by members or anyone else. The Arbitration Award was decided on April 23, 2012, one and one-half years ago. No one here has answered my question so far.

I finally learned recently that the City Administration and the Winnipeg Police Association are still debating whether or not certain letters of agreement should be incorporated in that now expired collective agreement. This is inexcusable. Will the Police Board please inquire into the matter, and encourage the parties to resolve their disagreement now?

Thank you.

David M. Sanders, MA, LLB

## REPORTS

**Minute No. 23 Report from the Finance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Finance Sub-Committee.

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Paul Edwards,

That the Winnipeg Police Board Finance Sub-Committee's verbal report be received as information.

Carried

## REPORTS

**Minute No. 24 Report from the Governance Sub-Committee**

WINNIPEG POLICE BOARD DECISION:

The Winnipeg Police Board received as information the report from the Governance Sub-Committee.

**Minutes – Winnipeg Police Board – December 6, 2013**

DECISION MAKING HISTORY:

Moved by Mary Jane Loustel,

That the Winnipeg Police Board Governance Sub-Committee's verbal report be received as information.

Carried

## REPORTS

**Minute No. 25 New Business**

*There was no new business discussed at the meeting.*

On motion of Councillor Steen, Board adjourned at 11:44 a.m.

**APPROVED AND CONFIRMED**

R. Kachur, City Clerk

Councillor Fielding, Chairperson

# Appendix 3 – Winnipeg Police Service Audited Statement of Revenues and Expenses

**Statement of Revenues and Expenses**

**THE CITY OF WINNIPEG -**
**WINNIPEG POLICE SERVICES**

**December 31, 2013**

**KPMG LLP**
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Canada

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# INDEPENDENT AUDITORS' REPORT

To the Corporate Controller of The City of Winnipeg

We have audited the statement of revenue and expenses of The City of Winnipeg - Winnipeg Police Services, ("the schedule") for the year ended December 31, 2013. This schedule has been prepared in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Management's Responsibility for the Schedule*

Management is responsible for the preparation of the schedule in accordance with The City of Winnipeg By-Law No 148/2012 dated November 28, 2012 referred to above, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG Network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity
KPMG Canada provides services to KPMG LLP.

*Opinion*

In our opinion, the financial information in the statement of revenue and expenses of The City of Winnipeg - Winnipeg Police Services is prepared in all material respects, in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Basis of Accounting and Restriction on Use*

Without modifying our opinion, we draw attention to Note 2 to the schedule, which describes the basis of accounting. The schedule is prepared to provide information to the City of Winnipeg regarding The City of Winnipeg By-Law No 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for another purpose. Our report in intended solely for The City of Winnipeg, and should not be used by parties other than The City of Winnipeg.

KPMG LLP

Chartered Accountants

June 9, 2014

Winnipeg, Canada

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Statement of Revenues and Expenses**
**Year Ended December 31, 2013**
**(in thousands)**

| | 2013<br>$ |
|---|---|
| REVENUES | |
| Provincial government grants | 20,128 |
| Regulation Fees | 15,768 |
| Sale of goods and services | 9,468 |
| Other revenue | (6) |
| Recoveries | 637 |
| TOTAL REVENUES | 45,995 |
| | |
| EXPENSES (schedule 1) | |
| Salaries and benefits | 204,918 |
| Services | 13,931 |
| Materials - parts and supplies | 5,237 |
| Assets and purchases | 1,673 |
| Debt and finance charges | 611 |
| TOTAL EXPENSES | 226,370 |
| | |
| Grants and transfers (schedule 2) | 17,658 |
| | |
| **EXCESS OF EXPENSES OVER REVENUES** | (198,033) |

## 1. Nature of the organization:

Winnipeg Police Services, a department of The City of Winnipeg, has a mandate to ensure the safety of the lives and property of citizens; preserve peace and good order; prevent crimes from occurring; detect offenders; and enforce the law.

The City of Winnipeg (the "City") is a municipality that was created on January 1, 1972 pursuant to The City of Winnipeg Act, a statute of the Legislature of the Province of Manitoba (the "Province"). The City continued as a body corporate by virtue of the enactment by the Province of The City of Winnipeg Charter on January 1, 2003.

## 2. Significant Accounting Policies

The statement of revenue and expenses are prepared in accordance with Canadian public sector accounting standards.

(a) Basis of presentation:

These statements of revenue and expenses present the results of operations of the Winnipeg Police Services been accounted for on a stand-alone basis. Management has extracted the information used to prepare this statement of revenue and expenses from the consolidated financial statements of The City of Winnipeg.

This statement of revenue and expenses is not necessarily indicative of the results that would have been attained if the Winnipeg Police Services had been operated as a separate legal entity during the year presented.

The basis of accounting used in this statement of operations materially differs from Canadian public sector accounting standards because statements of financial position and cash flows are not included.

## 3. Related party transactions

| Type of Charge | Category | 2013<br>$ |
|---|---|---|
| Municipal Accommodations | Rent | 7,416,132 |
| City of Winnipeg- Corp Finance | Debt & finance | 596,401 |
| City of Winnipeg – Fleet Service | Fleet - Insurance/Lease/Fuel | 4,009,845 |
| City of Winnipeg – Corp Finance | Translation costs | 9,000 |
| City of Winnipeg – Parking Authority | Parking rentals | 198,489 |
| City of Winnipeg-Corporate Services | Postage meter | 44,342 |
| City of Winnipeg- Corporate Finance | Cash to capital | 8,781,000 |
| City of Winnipeg-Business Tech. | Radio shop services | 369,737 |
| City of Winnipeg-Corporate Services | Percentage of Salary of Occ. Health Nurse | 87,153 |
| | | 21,512,099 |

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses**
**Year ended December 31, 2013**

| | | 2013<br>$ |
|---|---|---|
| **SALARIES** | | |
| | Salaries - permanent | 156,131,361 |
| | Salaries - temporary | 396,778 |
| | Sick leave and severance pay | 1,902,271 |
| | Vacation/overtime cashout | 793,922 |
| | Shift premium | 1,012,518 |
| | Long service pay | 6,350 |
| | Overtime | 8,875,042 |
| | Standby pay | 415,993 |
| | Fatality pension premium | 451,014 |
| | Payroll costs | 409,684 |
| | Pension awards | 44,813 |
| | Vision care | 203,166 |
| | Interest and administration | 269,072 |
| | Acting pay | 656,176 |
| | Furlough recoveries - permanent | (84,479) |
| | | 171,483,681 |
| **BENEFITS** | | |
| | Civic pension | 23,836,620 |
| | Canada pension | 4,526,392 |
| | Employment insurance | 2,282,343 |
| | Dental plan | 1,832,131 |
| | Group insurance | 654,966 |
| | Medical Expenses | 252,492 |
| | Ambulance/hospital coverage | 49,800 |
| | | 33,434,745 |
| **TOTAL SALARIES AND BENEFITS** | | 204,918,425 |
| **SERVICES** | | |
| | Professional and consultant services | 834,476 |
| | Office equipment maintenance | 995,390 |
| | Duffy's taxi | 14,684 |
| | Freight and messenger services | 38,779 |
| | Non-professional services | 5,666,448 |
| | Janitorial services | 12,792 |
| | Allocated department costs | 9,000 |
| | Auto allowance | 4,088 |
| | Light and power | 9,578 |
| | Real property contracts - construction and maintenance | 10,520 |
| | Vehicle maintenance | 140,877 |
| | Towing services | 54,261 |
| | Cleaning and laundry | 51,390 |
| | Other equipment servicing | 393,935 |
| | Printing,binding, photocopying | 67,380 |
| | Telephone | 772,235 |
| | Data Comm DSL | 479,101 |
| | Advertising | 4,568 |
| | Insurance and licenses-auto | 178,961 |
| | Fleet insurance | 686,260 |
| | Drivers' licenses | 25,307 |
| | Certificates, permits,licenses | 36,456 |
| | Hauling expense | 33,001 |
| | Rentals | 535,662 |
| | Fleet capital lease | 1,598,344 |
| | Equipment rental-external | 238,630 |
| | Parking space rental | 198,489 |
| | Meal expense | 4,472 |
| | Luncheons, Receptions & Events | 54,976 |
| | Membership Fees | 25,720 |

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**
**Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses**
**Year ended December 31, 2013**

| | 2013<br>$ |
|---|---|
| Postage | 44,342 |
| Training,Workshops and Tuition | 443,974 |
| Conferences | 69,955 |
| Conferences Involving Travel | 165,057 |
| Travel-City Business | 32,100 |
| | 13,931,208 |
| **MATERIALS, PARTS AND SUPPLIES** | |
| Photographic Supplies | 11,055 |
| Stationery and Office Supplies | 212,285 |
| Periodicals and Subscriptions | 33,513 |
| Computer Software | 186,601 |
| Medical,Dental & Lab Supplies | 63,093 |
| Animal Food and Supplies | 11,717 |
| Cleaning Supplies | 34,428 |
| Other Operating Supplies | 496,655 |
| Small Tools | 3,901 |
| Uniforms & Protective Clothing | 318,478 |
| Uniforms/Clothing Other | 750,853 |
| Motive Fuels and Lubricants | 330,670 |
| Lubricants | 30,470 |
| Fleet Fuel | 1,725,241 |
| Electrical and Communication | 3,560 |
| Automotive Parts | 609,880 |
| Clothing Allowance | 416,107 |
| Inventory Adjustment | (1,063) |
| | 5,237,444 |
| **ASSETS AND PURCHASES** | |
| Motive Equipment | 238,638 |
| Elec,Light and Comm Equipment | 136,509 |
| Office Equipment | 3,199 |
| Other Equipment | 520,474 |
| Computer Hardware | 551,739 |
| Office Furniture | 215,239 |
| Books | 6,992 |
| | 1,672,790 |
| **TOTAL DEBT AND FINANCES** | |
| Interest | 104,158 |
| Principal | 474,575 |
| Debenture Issue Expense | 17,668 |
| Credit Card Commission | 14,591 |
| | 610,992 |
| **TOTAL EXPENSES** | 226,370,859 |

**THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES**

**Schedule 2 - Detailed Statement of Winnipeg Police Services Grants and Transfers to Other Funds**

**Year ended December 31, 2013**

| | 2013<br>$ |
|---|---|
| **TOTAL GRANTS** | |
| Grants-Cash | 57,814 |
| Claims | 219,405 |
| | 277,219 |
| | |
| **TRANSFERS TO OTHER FUNDS** | |
| Transfer to General Capital Fund | 98,886 |
| Transfer to General Capital Fund - cash to capital for capital asset financing (note 3) | 8,781,000 |
| Transfer to Insurance Reserve | (52,562) |
| Transfer to Civic Accommodations for rent (note 3) | 7,416,132 |
| Transfer to Commitment Reserve | 700,000 |
| Inter-Dept Transfer to General Revenue Fund - Business Technologies Services (note 3) | 369,737 |
| Inter-Dept Transfer to General Revenue Fund - Human Resources and Planning Services (note 3) | 87,153 |
| Purchasing Card Rebate | (19,428) |
| | 17,380,918 |
| | |
| **TOTAL GRANTS AND TRANSFERS** | 17,658,136 |

## Appendix 4 – Winnipeg Police Board Audited Summary of Expeditures

**Summary of Expenditures**

**THE CITY OF WINNIPEG**
**WINNIPEG POLICE BOARD**

**For the period from June 21, 2013 to December 31, 2013**

**KPMG LLP**
Suite 2000 - One Lombard Place
Winnipeg MB R3B 0X3
Canada

Telephone (204) 957-1770
Fax (204) 957-0808
Internet www.kpmg.ca

# INDEPENDENT AUDITORS' REPORT

To the Corporate Controller of The City of Winnipeg

We have audited the summary of expenditures of The City of Winnipeg - Winnipeg Police Board, ("the schedule") for the period from June 1, 2013 to December 31, 2013. This schedule has been prepared in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Management's Responsibility for the Schedule*

Management is responsible for the preparation of the schedule in accordance with The City of Winnipeg By-Law No 148/2012 dated November 28, 2012 referred to above, and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG Network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity
KPMG Canada provides services to KPMG LLP.

*Opinion*

In our opinion, the financial information in the summary of expenditures of The City of Winnipeg - Winnipeg Police Board is prepared in all material respects, in accordance with the financial reporting provisions in The City of Winnipeg By-Law No 148/2012 dated November 28, 2012.

*Basis of Accounting and Restriction on Use*

Without modifying our opinion, we draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to provide information to The City of Winnipeg and the Manitoba Police Commission regarding The City of Winnipeg By-Law No 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for another purpose. Our report in intended solely for The City of Winnipeg and the Manitoba Police Commission, and should not be used by parties other than The City of Winnipeg and the Manitoba Police Commission.

KPMG LLP

Chartered Accountants

June 9, 2014

Winnipeg, Canada

# THE CITY OF WINNIPEG
# WINNIPEG POLICE BOARD

Summary of Expenditures

Period from June 21, 2013 to December 31, 2013

| | |
|---|---|
| Expenditures: | |
| Staff wages | $35,855 |
| Office Furniture and Equipment | 12,335 |
| Continuing Education & Training | 9,394 |
| Board Memberships | 8,387 |
| Honoraria | 7,417 |
| Public Consultations and Meetings | 2,935 |
| Other Administration Costs | 4,595 |
| | 80,918 |
| Transfer to Commitment Reserve | 150,947 |
| Total Expenditures | $231,865 |

See accompanying notes to financial information.

# THE CITY OF WINNIPEG
# WINNIPEG POLICE BOARD

Notes to Financial Information

Period from June 21, 2013 to December 31, 2013

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**1. Significant accounting policies:**

(a) Basis of accounting:
This schedule has been prepared in accordance with the financial reporting provisions as set out in the City of Winnipeg By-Law No. 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for other purposes. The Swearing In and First Board Meeting occurred June 21, 2013. Start-up related expenses were incurred prior to the swearing in of the Board members are included in the summary of expenditures.

(b) Expenditures:

(i) Staff wages:
Agreements for employment of Board staff have been authorized and approved by the Winnipeg Police Board. Staff wages do not represent a full year's wages due to staff hiring occurring in the latter part of the year.

(ii) Honoraria:
The Board shall hold a minimum of nine monthly meetings per year and shall annually hold a minimum of two additional public consultations to solicit community input on public safety issues and priorities.

Citizen members of the Board shall be paid the following remuneration by the City for time spent in attendance at meetings of the Board, including public consultations:
(a) Chair and Vice Chair:
(i) $190 for four meeting hours or less;
(ii) $336 for more than four meeting hours
(b) Other Citizen members:
(i) $109 for four meeting hours or less;
(ii) $192 for more than four meeting hours

(iii) Transfer to the Commitment Reserve:
The transfer to the commitment reserve will be used for the funding required to carry out the Board's commitment to prepare a strategic plan for the Winnipeg Police Service and other outstanding obligations to fully establish the Board.