Winnipeg Police Board

2014 ANNUAL REPORT

A Culture of Safety for All

TABLE OF CONTENTS

MESSAGE FROM THE BOARD CHAIR 2
EXECUTIVE SUMMARY 3
1. INTRODUCTION 4
2. STRATEGIC PLAN PROGRESS REPORT 6
3. POLICE BOARD ACTIVITIES AND ACHIEVEMENTS 10
4. BOARD MEETINGS 16
5. FINANCIAL INFORMATION 17
APPENDIX 1 – WINNIPEG POLICE BOARD MEETING MINUTES 18
APPENDIX 2 – 2015-2019 STRATEGIC PLAN FOR THE WINNIPEG POLICE SERVICE 19
APPENDIX 3 – WINNIPEG POLICE BOARD FINANCIAL INFORMATION 20
APPENDIX 4 - WINNIPEG POLICE SERVICE FINANCIAL INFORMATION 26

MESSAGE FROM THE BOARD CHAIR

On behalf of my colleagues on the Winnipeg Police Board, I am pleased to provide you with this report on the Board's activities in 2014.

I was honoured to be appointed Board Chair in November 2014, and am grateful to my predecessor, Scott Fielding, for his service and leadership. All of our Board members worked hard in 2014 to establish our organization's governance framework and initiate our strategic planning process.

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.

2014 was our Board's first full year in operation. We spent it laying the foundation for all of our future work – building the relationships, policies and processes needed to ensure Winnipeg and its citizens receive effective police services. This takes time, and several of our projects from 2014 have extended into 2015 while other activities, such as building relationships with the community and the Winnipeg Police Service, will be pursued on an ongoing basis. We had some significant milestones and accomplishments in 2014, including our first round of annual public consultation meetings.

This annual report shows the excellent progress our Board has made to date. But we still have lots of work to do. I look forward to providing further updates to citizens of Winnipeg and to engaging with as many of them as possible as we use their feedback to set the priorities and objectives for the Winnipeg Police Service.

Sincerely,



Scott Gillingham
Chair, Winnipeg Police Board
Councillor, St. James – Brooklands – Weston

EXECUTIVE SUMMARY

The Winnipeg Police Board had its first appointments and meeting in mid-2013, so 2014 was the Board's first full year of operation. The Board is governed by the *Police Services Act* and the Winnipeg Police Board By-law. The Board is mandated to provide civilian governance respecting the enforcement of law, the maintenance of public peace and the prevention of crime in the City of Winnipeg, and to provide the administrative direction and organization required to provide an adequate and effective police service in the city.

The Board's mandate formalizes the requirement for the Winnipeg Police Service to operate with an awareness of and in adherence with community needs and expectations. The Board uses input from its civilian members and the wider community to identify policing priorities and holds the Chief of the Winnipeg Police Service accountable for adopting the priorities and strategies set by the Board. This model of civilian governance ensures the Winnipeg Police Service is continuously held to a high standard and receives a civilian perspective on its activities. This, in turn, strengthens public trust in the Service.

For 2014, the Board focused on building its capacity to solicit community input on policing priorities and becoming fully operational and working with the Winnipeg Police Service to develop the 2015-2019 strategic plan for the Service. Highlights from the year included:

- The Board initiating its first strategic planning process
- Partnering with the Winnipeg Police Service and hosting the first round of annual community consultation meetings
- Hiring additional staff and moving into permanent offices
- Developing the first eight sections of the Board's rules of practice and procedure in accordance with the direction of the Manitoba Police Commission
- Preparing budget estimates for the Winnipeg Police Service's operating and capital budgets
- Becoming active in the Canadian Association of Police Governance, a national organization dedicated to excellence in police governance and sharing best practices among police boards
- Navigating the first change in Board membership following the civic election in October 2014
- Providing training to newly-appointed Board members and ongoing professional development opportunities for all Board members
- Developing relationships with local organizations and agencies concerned with public safety, and with colleagues in other organizations devoted to police governance

1. INTRODUCTION

1.1 Establishment of the Winnipeg Police Board

The Winnipeg Police Board was established by the 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's preamble outlines the rationale for implementing civilian governance of police services by acknowledging it "will improve transparency and accountability in the delivery of policing services." This, in turn, will improve the relationship between police services and citizens by ensuring police services are equal to the responsibility of playing "a critical role in protecting the safety and security of Manitobans" and demonstrating that to citizens.

The body of the Act prescribes the size and composition of police boards. 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 Councillor; and
(c) Three Citizens.

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. 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, and must not exceed four years.

1.2 Winnipeg Police Board Members

At the outset of 2014, the Winnipeg Police Board had the following seven members:

- Councillor Scott Fielding – Board Chair, nominated by the Mayor and ratified by Council
- Councillor Thomas Steen – appointed by Council
- Paul Edwards – Vice-Chair, appointed by Council
- David Keam – appointed by Council
- Mary Jane Loustel – appointed by Council
- Angeline Ramkissoon – appointed by the Province of Manitoba
- Leslie Spillett – appointed by the Province of Manitoba

Councillor Fielding and Councillor Steen's appointments on the Board ended at the same time as their terms as City Councillors. The appointments of Board Members Edwards, Keam and Loustel were originally scheduled to expire on October 31, 2014, but each agreed to continue serving on the Board until such time as the newly-formed City Council renewed their terms or appointed new members.

Board Member Spillett's term expires November 20, 2016 and Board Member Ramkissoon's term expires July 31, 2017.

Councillor Scott Gillingham was nominated by Mayor Brian Bowman to serve as the Chair of the Winnipeg Police Board in November 2014. The nomination was ratified by City Council on November 22, 2014, at which time Councillor Ross Eadie was appointed to the Board as well.

1.3 Annual Report Requirements

The Winnipeg Police Board By-law requires the Board to issue an annual report at the end of each year that summarizes the Board's activities for the year. The report is submitted to Council for information through the Standing Policy Committee on Protection and Community Services.

The Policy and Procedure Manual for Manitoba Police Boards developed by the Manitoba Police Commission ("the MPC Manual") states that the Commission must receive a copy of the Board's annual report as well. It prescribes that the annual report must 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;
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.

The Winnipeg Police Board also includes audited statements on its spending for the year, including the remuneration paid to Board members.

2. STRATEGIC PLAN PROGRESS REPORT

2.1. Legislative and policy requirements

The *Police Services Act*, the Winnipeg Police Board By-Law, and the Manitoba Police Commission 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. Indigenous community perspectives, in particular, have 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.



Chief Devon Clunis and Councillor Scott Fielding jointly announce a series of community consultation meetings to support the strategic planning process on July 17, 2014.
Photo courtesy of WPS

2.2 Strategic Planning Process

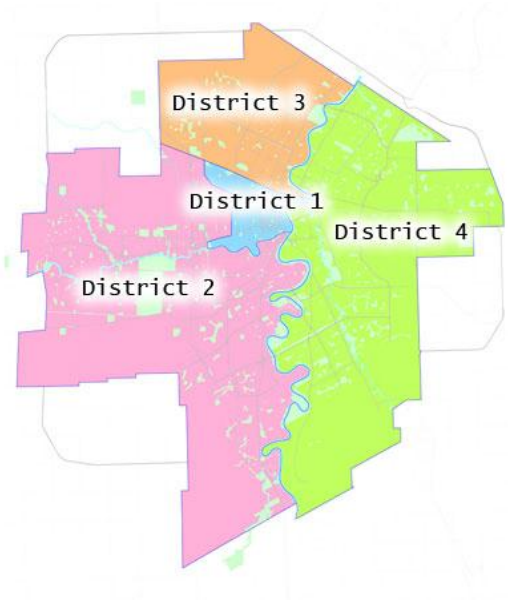
The Board was actively working on developing a strategic plan for the Winnipeg Police Service at the outset of 2014. The Board and the Service agreed to collaborate on the strategic plan so that it embraced the experience and perspectives of both organizations.

To initiate the strategic planning process, the Board hired a third party to produce a report called *The Environment for Policing in Winnipeg.* It was the first edition of a report that the Board will update and re-release each year to inform public dialogue and policy development respecting policing priorities. As the Board provided direction to the third party preparing the report, the Board articulated its vision for police governance and its perspective on strategic issues and risks to public safety in Winnipeg. Under the direction of the Board and with data provided by the Winnipeg Police Service, *The Environment for Policing in Winnipeg* was completed in the summer of 2014 and published online.

The Board used a second tendering process select a third party to lead the Board and the Service through the public consultation and strategic planning process. The firm produced a project plan for the

strategic planning process that the Board tabled and approved on June 6, 2014. As part of its role in facilitating the consultation process, the firm launched a temporary website, www.wpbconsults.ca, to provide citizens with information about the Board and its public consultation meetings. The website received 18,517 visits from 3,044 visitors by October 1, 2014. Information from this website has since been transferred to the Board's primary website (available at this link: http://winnipeg.ca/clerks/boards/publicconsultations.stm).

The Winnipeg Police Service serves the City of Winnipeg as four separate districts, with stations located and officers deployed to each district. The Board and the Service held a community consultation meeting in each of the four districts in 2014.



District	Meeting Location	Meeting Date	Number of Attendees
District 1	Millennium Library	August 13, 2014	22
District 2	Sturgeon Heights Community Centre	August 11, 2014	27
District 3	Maples Community Centre	August 18, 2014	17
District 4	Jonathan Toews Community Centre	August 19, 2014	24
Please note that the number of attendees listed above for each meeting does not include Board members, Board staff, members of the Winnipeg Police Service or facilitation staff			

The Board and the Service also partnered with community organizations to host meetings that would allow them to connect with and hear from recent immigrants and refugees and Indigenous residents.

Community Meeting	Meeting Location	Meeting Date	Number of Attendees
Newcomer community	NEEDS Inc.	September 6, 2014	48
Indigenous community	Indian and Metis Friendship Centre	September 9, 2014	107
Please note that the number of attendees listed above for each meeting does not include Board members, Board staff, members of the Winnipeg Police Service or facilitation staff			

The Board and the Service recognized the importance of reaching out to recent immigrants and refugees to strengthen their relationships with the Winnipeg Police Service. The Board and the Service partnered with the Immigrant and Refugee Community Organization of Manitoba (IRCOM), the Islamic Social Services Association and NEEDS Inc. to host a community meeting for newcomers on September 6. The Board arranged for childcare and interpreters to be available to attendees.



Board Member Leslie Spillett speaks to community members attending a consultation meeting at the Indian and Métis Friendship Centre on September 9. ***Photo courtesy of MNP***

The Board and the Service were also aware that Indigenous people are statistically more likely to come into contact with the justice system and that histories of colonization and racism mean there is room to strengthen the relationship between Indigenous people and the police. The Board and the Service partnered with Ma Mawi Wi Chi Itata and the Indian and Metis Friendship Centre on September 9.

Finally, community partnership was a common theme from each meeting and a component of the Winnipeg Police Service's commitment to crime prevention through social development. The Board and the Service invited members of community organizations and government agencies with mandates relevant to public safety, crime prevention, law enforcement and justice to attend a crime prevention roundtable. The roundtable was held on September 11. It included presentations by:

- Councillor Scott Fielding, Chair of the Winnipeg Police Board
- Chief Devon Clunis of the Winnipeg Police Service
- Greg Graceffo, Associate Deputy Minister the Community Safety Division of Manitoba Justice
- Dale McFee, Deputy Minister of Corrections and Policing in the Ministry of Justice for the Saskatchewan government
- Heather Leeman, Executive Director of the Block by Block initiative

During the second half of the roundtable, attendees had group discussions and presented to one another about their perspectives and interests on creating a culture of safety in Winnipeg.

At the conclusion of the public consultation process, the firm hired to organize and facilitate the strategic planning process produced a summary of the feedback received (http://winnipeg.ca/clerks/boards/pdfs/2014ConsultationsMeetingSummaries.pdf). The firm then led the Board and the Service through a number of meetings where the two organizations discussed and made progress agreeing on their vision, mission and goals for the Winnipeg Police Service.

With the civic election in October, the Board underwent its first change in leadership. Councillor Scott Fielding did not run for re-election. In accordance with the Winnipeg Police Board By-law, newly-elected Mayor Brian Bowman nominated a new Board Chair, and the nomination was ratified by Council. In

November 2014, Councillor Scott Gillingham assumed the position of Board Chair and Councillor Ross Eadie joined the Board as its seventh member.

The Board's existing members and its staff provided Councillor Gillingham and Councillor Eadie with background on the Board's role in strategic planning and its progress to that point. The Board was then able to resume work with the Winnipeg Police Service revising a draft of the strategic plan that had been prepared by the firm hired to lead the strategic planning process. The Board and the Service made enhancements to the draft and improved its collaborative nature. The 2015-2019 Strategic Plan for the Winnipeg Police Service was completed in Spring 2015 and approved by the Board at its meeting of April 10, 2015.

3. POLICE BOARD ACTIVITIES AND ACHIEVEMENTS

The Board spent 2014 focused on building its capacity to provide civilian governance for the Winnipeg Police Service and collaborating with the Service to develop a strategic plan for the Service, a first under the new governance model. A summary and timeline of key activities follows.

3.1 Staff recruitment and hiring

In March 2014, the Executive Director hired an administrative assistant. A policy and planning coordinator joined the Board staff in August 2014.

3.2 Office Space

Permanent office space for the Board was located in 2013, and the Board took possession of its new offices in March 2014. The space includes three offices, four workstations, a reception area and a conference room.

3.3 Board Training and Development

In August 2014, the Board Chair, Board Members Mary Jane Loustel and Paul Edwards, and the Executive Director attended the annual conference of the Canadian Association of Police Boards (since re-named the Canadian Association of Police Governance) in Halifax. It was an opportunity for Board members and staff to learn from other police boards and police services in Canada; there were roundtable discussions on common challenges and presentations on best practices organized for this very purpose. Board members and staff were active participants in the conference, contributing to discussions on various issues affecting police governance and building relationships with their colleagues in other municipalities.



Governance Committee Chair Mary Jane Loustel and Board Chair Scott Fielding participate in a question and answer session at the 2014 CAPG conference. ***Photo courtesy of CAPG***

In September 2014, Board Members Mary Jane Loustel and Angeline Ramkissoon represented the Board at the International Association of Women Police conference, being held in Winnipeg. The Winnipeg Police Service and its members played a key role in organizing the conference, with the goal of promoting the recruitment, training and advancement of women working in criminal justice. With their attendance, Board Members Loustel and Ramkissoon demonstrated the Board's support for the Service and the work it did to host a conference promoting opportunities for women in law enforcement. They were also able to further their awareness and understanding of the challenges facing women in law enforcement. They shared their experiences with their fellow Board members to inform the Board's work.



Budget and Finance Committee Chair Paul Edwards participates in a question and answer session at the 2014 CAPG conference.
Photo courtesy of CAPG

In October 2014, Board staff developed reference manuals for all Board members in anticipation of new appointments following the civic election. Copies were provided to Councillor Gillingham and Councillor Eadie upon their appointment to the Board.

3.4 Board Membership

The Board renewed its membership in the Canadian Association of Police Governance (CAPG), the primary organization for civilian police governance in Canada. Following the association's annual conference, Board Member Paul Edwards was nominated to the CAPG's Board of Directors. Following his appointment, he worked with the Board of Directors on planning future events, activities, and directions for the CAPG.

Board staff made contacts with other members of the CAPG who had relevant expertise in police governance, building relationships with police commissions in Alberta and police services boards in Ontario. These relationships allowed the Board to identify examples of effective police governance it could follow and areas of police governance where the Board could break new ground.

3.5 Resolution on Missing and Murdered Indigenous Women and Girls

At its meeting of December 5, 2014, the Board unanimously passed a motion expressing its commitment to action on the issue of violence against Indigenous women and girls. The resolution stated that the Board would make commitments to improve the protection of Indigenous women and girls in the 2015-2019 strategic plan. It contained a Board direction to the Winnipeg Police Service to provide regular reports on its actions to prevent and solve cases of missing and murdered Indigenous women and girls. In addition, the resolution committed the Board to establishing an Indigenous Advisory Council on Crime Prevention by June 2015.

3.6 Development of the 2015 Business Plan

In 2014 the Board recognized a need for a document that clearly communicated its plans for 2015 to the community and its partners. A draft business plan was developed by Board staff and refined with input from Board members to identify three long-term goals and the objectives the Board would meet in 2015 in pursuit of those goals. The business plan was approved by the Board at its February 20, 2015, meeting and published on the Board's website (http://winnipeg.ca/clerks/boards/pdfs/WPB2015BusinessPlan.pdf).

3.6 Board Committees

The Board formed two standing sub-committees in 2013, and they remained active and met regularly in 2014. The Board also has a Strategic Planning Steering Committee that oversaw that strategic planning and public consultation processes in 2014.

Budget and Finance Committee

Chaired by Mr. Paul Edwards, with Mr. David Keam and Ms. Leslie Spillett serving as members and the Board Chair serving as an ex-officio member

The Committee's accomplishments in 2014 included:

- Defining the regular financial reporting requirements for the Winnipeg Police Service so the Board would receive the information it required to promote transparency and accountability
- Received regular budget reports and projections, and asked questions of the Service to ensure the Board understood and could provide meaningful leadership
- Developing its first set of annual recommendations for the Winnipeg Police Service's operating and capital budgets and submitting those recommendations to the City of Winnipeg
- Reviewing a proposal from the Winnipeg Police Service for the Bomb Magazine Storage Facility capital project and approved the budget reallocations necessary to fund the project
- Studying issues that affect the Winnipeg Police Service budget, such as:
    - The benefits of hiring more civilian staff
    - The budgetary implications of the most recent collective bargaining agreement
    - Provincial agreements to provide funding for a number of sworn officers
    - The cadet program
- Reviewing and approving quarterly reports on the Board's own budget

Governance Committee

Chaired by Ms. Mary Jane Loustel, with Councillor Thomas Steen and Ms. Angeline Ramkissoon serving as members at the outset of 2014, Councillor Ross Eadie joining the Committee following his Board appointment in November 2014, and the Board Chair serving as an ex-officio member

The Committee's accomplishments in 2014 included:

- Drafting and approving sections of its Rules of Practice and Procedure:
    - Part I – General Provisions
    - Part II – Board Meeting Procedures
    - Part III – Committees
    - Part IV – Strategic Planning
    - Part V – Risk Management and Quality Assurance
    - Part VII – Winnipeg Police Board Budgeting, Reporting and Financial Management
    - Part VIII – Winnipeg Police Service Budgeting, Reporting and Financial Management

- Drafting the Board's 2013 Annual Report for Board approval and publication
- Recommending a logo and letterhead for the Board
- Received a report from the Winnipeg Police Service on the question of photo enforcement of pedestrian corridors and provided advice to the Board
- Creating a work plan for the Committee and prioritizing its tasks
- Developing a process for making requests for information from the Winnipeg Police Service
- Developing protocols for communication between the Board and the Winnipeg Police Service
- Advising the Board to delegate the authority to hire officers to the Chief of Police after carefully considering the context and workload implications

Strategic Planning Steering Committee

Chaired by the Board Chair, the Committee included all Board members and Chief Clunis, Deputy Chief Stannard, Deputy Chief Thorne and other members of the Winnipeg Police Service

The Committee's accomplishments in 2014 included:

- Issuing a request for proposals for the Environmental Scan, selecting the successful bidder and approving its final submission
- Issuing a request for proposals for a firm to lead the Board and the Service through the public consultation and strategic planning process and selecting the successful bidder
- Working with a third party to prepare for and host seven consultation meetings
- Attended four meetings following the public consultation process to determine the vision, mission and goals for the strategic plan
- Orienting Councillor Gillingham and Councillor Eadie to the strategic planning process so they could actively participate in the plan's development
- Directed Board staff and members of the Service to propose revisions to the strategic plan based on feedback from the Committee and reviewed the proposed revisions

Risk Management and Audit Committee

Terms of reference for the Risk Management and Audit Committee were approved by the Board on November 14, 2014 in anticipation of members being appointed to the Committee and meetings commencing in 2015.

3.6 Policy and Procedure Manual

The Manitoba Police Commission Manual states that "The Chair of the Police Board is responsible for ensuring any practices or procedures established by the police board are written down in a practice and procedure manual and keeping a copy of this manual available for the reference of the police board."

Under the direction of the Governance Committee, the Board made considerable progress developing detailed rules of practice and procedure. These rules will eventually cover the exercise of all powers, duties and responsibilities of the Board and elaborating on the framework set out in the Manitoba Police

Commission Manual. By the end of 2014, eight parts of the rules had been drafted and approved by the Board:

- Part I – General Provisions
- Part II – Board Meeting Procedures
- Part III – Committees
- Part IV – Strategic Planning
- Part V – Risk Management and Quality Assurance
- Part VII – Winnipeg Police Board Budgeting, Reporting and Financial Management
- Part VIII – Winnipeg Police Service Budgeting, Reporting and Financial Management

The rules contained in these parts are in accordance with *The Police Services Act*. They provide the Board with directions for the consistent, transparent and accountable execution of its activities. These rules also inform the expectations the Winnipeg Police Service, the City of Winnipeg and the public have of the Board, and their interactions with the Board.

3.7 Police Service Budget

One of the primary tasks of the Board is to fulfill the budget responsibilities set out in the *Police Services Act* and the Winnipeg Police Board By-law. Subsection 29(1) of the Act requires the Board to provide City 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 Board is responsible for allocating the funds that are provided to the Winnipeg Police Service under the City budget.

The Board tabled its estimates for the Winnipeg Police Service's 2014 operating and capital budgets on December 6, 2013. It approved an allocation of the Winnipeg Police Service 2014 operating budget that was presented by the Chief of Police on February 7, 2014.

The Board also initiated its process for preparing and submitting its 2015 budget estimates for the Winnipeg Police Service. The Budget and Finance Committee heard a presentation by the Service's manager of finance in May 2014, shortly after the City of Winnipeg issued its preliminary budget numbers for the Service and became actively involved in discussions of budgetary priorities. The Committee of the Whole Board met on June 24 to consider preliminary budget estimates developed by the Service. On August 19, the Budget and Finance Committee received budget addenda reports from the Service. Board members and staff then participated in a meeting with City administrators and members of the Service to review the preliminary budget estimates for the Service for 2015-2017. Another Committee of the Whole Board meeting took place on December 16 to incorporate feedback received from the City of Winnipeg administration into the recommended budget estimates the Board was preparing.

Because of the civic election that was held in October 2014, the City of Winnipeg's budgeting process extended into 2015. The Board continued to engage with City of Winnipeg staff, the informal Executive Policy Committee and the Executive Policy Committee prior to tabling its recommended budget estimates on March 6, 2015.

3.8 Police Board Budget

The Board tabled its estimates for its 2015-2017 operating budget on June 6, 2014. The Board does not undertake capital projects, so it does not have capital authorizations.

Because of the civic election that was held in October 2014, the City of Winnipeg's budgeting process extended into 2015. The Board worked with City of Winnipeg staff to submit its final budget estimates.

4. BOARD MEETINGS

Board meetings were held as scheduled on the following dates in 2014:

- January 24
- February 7
- March 7
- April 11
- May 2
- June 6
- July 22 (special meeting)
- September 5
- November 14
- December 5

The Board did not meet in October 2014, as there was a civic election.

As required by the Manitoba Police Commission Manual, the Board has included minutes from its 2014 Board meetings as part of this report. Appendix 1 contains links to the meeting minutes from each Board meeting held in 2014, which are available on the City of Winnipeg's Decision Making Information System.

5. FINANCIAL INFORMATION

5.1 2013 Board Financial Statement – Audited Summary of Expenditures

The audited summary of expenditures is attached as Appendix 3.

5.2 2014 Board Member Remuneration Report

The Winnipeg Police Board By-law states that citizen members of the Board shall receive the following remuneration:

Regular members

- $109 for meetings of 4 hours or less
- $192 for meetings over 4 hours

Chair and Vice-Chair

- $190 for meetings of 4 hours or less
- $336 for meetings over 4 hours

Board members who are also City Councillors do not receive remuneration for their service to the Winnipeg Police Board. In 2014, this applied to the following Board members:

- Councillor Scott Fielding – Board Chair until October 2014
- Councillor Thomas Steen
- Councillor Scott Gillingham – Board Chair as of November 2014
- Councillor Ross Eadie

2014 Board Member Remuneration Report as of December 31, 2014		
Board Members	**2014 Board & Committee Meetings Attended**	**Amount paid**
Paul Edwards – Vice Chair	37	$7,760.00
David Keam – Board Member	27	$3,410.00 (includes $218.00 from 2013)
Mary Jane Loustel – Board Member	47	$6,846.00 (includes $1,391.00 from 2013)
Angeline Ramkissoon – Board Member	36	$4,256.00
Leslie Spillett – Board Member	34	$3,955.00
Total*		**$26,227.00**

* Includes $1,690.00 in honouraria from 2013 paid in 2014

Breakdown of 2014 Board Member Remuneration from the Board Budget	
Total remuneration paid to Board members in 2014	$26,227.00
Remuneration paid from the Board's commitment reserve	$9,697.00
Remuneration paid from the Board's 2014 operating budget	$16,530.00

APPENDIX 1 – WINNIPEG POLICE BOARD MEETING MINUTES

To reduce the length of the Board's 2014 Annual Report, the Board is providing links to where its meeting minutes have been published on the City of Winnipeg's Decision Making Information System.

January 24, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13307&SectionId=&InitUrl=

February 7, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13341&SectionId=&InitUrl=

March 7, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13413&SectionId=&InitUrl=

April 11, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13501&SectionId=&InitUrl=

May 2, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13549&SectionId=&InitUrl=

June 6, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13637&SectionId=&InitUrl=

July 22, 2014 (Special Meeting)
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13781&SectionId=&InitUrl=

September 5, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13809&SectionId=&InitUrl=

November 14, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13907&SectionId=&InitUrl=

December 5, 2014
http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=13963&SectionId=&InitUrl=

APPENDIX 2 – 2015-2019 STRATEGIC PLAN FOR THE WINNIPEG POLICE SERVICE

To reduce the length of the Board's 2014 Annual Report, the Board is providing a link to the Winnipeg Police Service Strategic Plan 2015-2019: http://winnipeg.ca/clerks/boards/pdfs/StrategicPlan2015.pdf

APPENDIX 3 – WINNIPEG POLICE BOARD FINANCIAL INFORMATION

Summary of Expenses
THE CITY OF WINNIPEG
WINNIPEG POLICE BOARD

For the year ended December 31, 2014

KPMG LLP
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Winnipeg MB R3B 0X3
Canada

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Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the Winnipeg Police Board

We have audited the summary of expenses of The City of Winnipeg - Winnipeg Police Board, ("the schedule") for the year ended December 31, 2014. 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 schedule of expenses 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, the Manitoba Police Commission and the Winnipeg Police Board regarding The City of Winnipeg By-Law 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for another purpose. Our report is intended solely for The City of Winnipeg, the Manitoba Police Commission and the Winnipeg Police Board, and should not be used by parties other than The City of Winnipeg, the Manitoba Police Commission and the Winnipeg Police Board.

KPMG LLP

Chartered Accountants

May 15, 2015

Winnipeg, Canada

THE CITY OF WINNIPEG
WINNIPEG POLICE BOARD

Summary of Expenses

Year ended December 31, 2014, with comparatives of period from June 21, 2013 to December 31, 2013

	2014	2013
Expenses:		
Staff wages	$215,516	$35,855
Consulting fees	123,750	–
Office rent	42,638	–
Honoraria	26,227	7,417
Furniture and equipment	21,590	12,335
Public consultations and meetings	19,244	2,935
Education and training	15,286	9,394
WPS professional services	12,960	–
Other administration costs	9,926	4,595
Board memberships	6,003	8,387
Professional services	3,781	–
Total expenses	$496,921	$80,918
Transferred to (funded by) commitment reserve (note 1c)	(150,947)	150,947
Expenses charged against Winnipeg Police Board budget	$345,974	$231,865

See accompanying notes to financial information.

THE CITY OF WINNIPEG
WINNIPEG POLICE BOARD

Notes to Financial Information

Year ended December 31, 2014, with comparatives of 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 ("the City") By-Law No. 148/2012 dated November 28, 2012. As a result, the schedule may not be suitable for other purposes. Winnipeg Police Board expenses are those charged against the Winnipeg Police Board budget in the General Revenue Fund and the Commitment Reserve Fund.

(b) Expenditures:
(i) Staff wages:
Agreements for employment of Board staff have been authorized and approved by The City of Winnipeg - Winnipeg Police Board ("the Board").

(ii) Honoraria:
The Board shall hold a minimum of nine (9) 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) $190.00 for four (4) meeting hours or less;
(ii) $336.00 for more than four (4) meeting hours.
(b) Other Citizen members:
(i) $109.00 for four (4) meeting hours or less;
(ii) $192.00 for more than four (4) meeting hours.

(c) Commitment reserve:
An amount of $150,947 of the expenses reported during 2014 was charged to the City's Commitment Reserve Fund. The Commitment Reserve Fund was established by the City of Winnipeg for the purpose of allowing departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget.

APPENDIX 3 – WINNIPEG POLICE BOARD FINANCIAL INFORMATION

Statement of Revenues and Expenses

THE CITY OF WINNIPEG -
WINNIPEG POLICE SERVICES
December 31, 2014

KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Winnipeg Police Board

We have audited the statement of revenues and expenses of The City of Winnipeg - Winnipeg Police Services, ("the schedule") for the year ended December 31, 2014. 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.

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KPMG Canada provides services to KPMG LLP.

Opinion

In our opinion, the financial information in the statement of revenues and expenses of The City of Winnipeg - Winnipeg Police Services for the year ended December 31, 2014 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, the Manitoba Police Commission and the Winnipeg Police Board 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, the Manitoba Police Commission and the Winnipeg Police Board, and should not be used by parties other than The City of Winnipeg, the Manitoba Police Commission and the Winnipeg Police Board.

KPMG LLP

Chartered Accountants

May 15, 2015

Winnipeg, Canada

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES
Statement of Revenues and Expenses
Year Ended December 31, 2014

	2014 $	2013 $
REVENUES		
Provincial government grants	**19,354,474**	20,127,826
Regulation Fees	**19,530,674**	15,767,958
Sale of goods and services	**8,597,106**	9,468,099
Other revenue	**6,116**	(5,324)
Recoveries	**837,171**	637,333
TOTAL REVENUES	**48,325,541**	**45,995,892**
EXPENSES (Schedule 1)		
Salaries and benefits	**219,166,433**	204,918,425
Services	**15,374,225**	13,931,208
Materials - parts and supplies	**5,128,237**	5,442,289
Assets and purchases	**2,929,702**	1,672,790
Debt and finance charges	**477,337**	610,992
Grant transfers	**14,745,257**	17,658,136
TOTAL EXPENSES	**257,821,191**	**244,233,841**
Funded by Commitment Reserve (note 2 (b))	**(698,216)**	(204,846)
NET TOTAL EXPENSES	**257,122,975**	**244,028,995**
EXCESS OF EXPENSES OVER REVENUES	**208,797,434**	**198,033,103**

1. Nature of the organization:

The Winnipeg Police Service has been established as a Department by The City of Winnipeg, with responsibilities for the enforcement of law, the prevention of crime and the preservation of the public peace in the City. The Winnipeg Police Service must operate under the general direction and supervision of the Winnipeg Police Board in accordance with *The Police Services Act*, C.C.S.M. c. P94.5.

The Winnipeg Police Board has been established by The City of Winnipeg in accordance with *The Police Services Act*, C.C.S.M. c. P94.5, to provide (a) civilian governance respecting the enforcement of law, the maintenance of the public peace and the prevention of crime in the City; and (b) the administrative direction and organization required to provide an adequate and effective police service in the City.

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:

The statement of revenues and expenses presents the results of operations of the Winnipeg Police Services, accounted for on a stand-alone basis. Management has extracted the information used to prepare this statement of revenues and expenses from the consolidated financial statements of The City of Winnipeg.

This statement of revenues 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 revenues and expenses materially differs from Canadian public sector accounting standards because statements of financial position and cash flows are not included.

(b) Commitment reserve:

An amount of $698,216 of the expenses reported during 2014 (2013 - $204,846) was charged to the City's Commitment Reserve Fund. The Commitment Reserve Fund was established by The City of Winnipeg for the purpose of allowing departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget.

3. Related party transactions

Type of Charge	Category	**2014** **$**
Municipal Accommodations	Rent	**$7,405,120**
City of Winnipeg-Corp Finance	Debt & finance	**$317,216**
City of Winnipeg-Fleet Service	Fleet-Insurance/Lease/Fuel	**$4,390,666**
City of Winnipeg-Corp Finance	Translation costs	**$9,000**
City of Winnipeg-Parking Authority	Parking rentals	**$166,507**
City of Winnipeg-Corporate Services	Postage meter	**$52,539**
City of Winnipeg-Corporate Finance	Cash to capital	**$4,143,000**
City of Winnipeg-Business Tech.	Radio shop services	**$387,230**
City of Winnipeg-Corporate Services	% of Salary of Occ. Health Nurse	**$87,608**
Total		**$16,958,886**

4. Comparative figures

Certain comparative figures have been reclassified to conform to the presentation made in the current year.

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES
Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses
Year ended December 31, 2014

		2014 $	2013 $
SALARIES			
	Salaries - permanent	168,109,831.29	156,131,360.69
	Salaries - temporary	349,926.43	396,778.02
	Sick Leave and Severance Pay	2,151,032.09	1,902,270.77
	Vacation/Overtime cashout	1,055,256.42	793,921.56
	Shift premium	985,107.34	1,012,517.82
	Long service pay	8,650.00	6,350.00
	Overtime	8,364,428.92	8,875,041.95
	Standby Pay	453,878.86	415,992.66
	Fatality pension premium	487,111.00	451,014.00
	Payroll costs	377,022.76	409,684.16
	Pension Awards	41,386.82	44,813.18
	Vision care	319,843.22	203,165.66
	Interest and Administration	314,261.01	269,072.48
	Acting pay	673,616.97	656,176.25
	Furlough recoveries - permanent	-	(84,478.70)
BENEFITS			
	Civic pension	25,286,480.35	23,836,620.39
	Civic pension cash out	118,709.56	-
	Canada pension	4,731,415.64	4,526,392.12
	Employment insurance	2,388,040.17	2,282,343.36
	Dental plan	1,882,628.92	1,832,130.95
	Group insurance	722,087.36	654,966.03
	Medical Expenses	288,743.80	252,491.73
	Ambulance/hospital coverage	56,973.60	49,799.94
TOTAL SALARIES AND BENEFITS		219,166,432.53	204,918,425.02

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES
Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses
Year ended December 31, 2014

		2014 $	2013 $
SERVICES			
	Professional and consultant services	823,412.47	834,476.20
	Office equipment maintenance	925,889.85	995,390.20
	Duffy's Taxi	19,098.39	14,683.66
	Freight and messenger services	45,105.36	38,778.95
	Non-professional services	6,418,799.52	5,666,448.02
	Janitorial Services	12,992.00	12,792.00
	Allocated department costs	16,961.80	9,000.00
	Auto allowance	8,603.13	4,087.63
	Light and Power	15,871.99	9,578.07
	Real property contracts - construction and maintenance	23,716.07	10,519.69
	Vehicle Maintenance	191,842.03	140,877.01
	Towing Services	42,227.10	54,261.35
	Cleaning and Laundry	67,448.18	51,389.52
	Other Equipment Servicing	381,448.48	393,934.50
	Printing,Binding,Photocopying	71,489.69	67,379.54
	Telephone-Regular Desk Set	378,719.00	406,465.12
	Telephone-Cellular	398,168.38	364,507.77
	Telephone-Alarm Systems	4,654.22	1,241.50
	Telephone-Pagers	-	20.87
	Data Comm DSL	572,300.92	479,101.37
	Advertising	72,511.50	4,568.33
	Insurance and Licenses-Auto	217,399.25	178,960.89
	Fleet Insurance	746,480.96	686,260.35
	Drivers' Licenses	13,096.06	25,306.50
	Certificates,Permits,Licenses	34,132.91	36,456.46
	Hauling Expense	38,149.44	33,000.91
	Rentals	558,403.35	535,661.67
	Fleet Capital Lease	1,941,301.33	1,598,343.68
	Equipment Rental-External	213,272.63	238,630.36
	Parking Space Rental	166,507.25	198,488.85
	Meal Expense	4,439.37	4,472.14
	Luncheons, Receptions & Events	50,675.94	54,976.16
	Membership Fees	30,545.82	25,720.14
	Postage	52,538.77	44,342.45
	Training,Workshops and Tuition	556,081.79	443,974.36
	Conferences	27,927.23	69,954.81
	Conferences Involving Travel	169,661.94	165,057.03
	Travel-City Business	62,350.72	32,100.39
		15,374,224.84	13,931,208.45

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES
Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses
Year ended December 31, 2014

	2014 $	2013 $
MATERIALS, PARTS AND SUPPLIES		
Photographic Supplies	11,512.73	11,054.70
Stationery and Office Supplies	200,088.28	212,284.70
Periodicals and Subscriptions	17,926.91	33,512.82
Computer Software	54,614.22	186,601.02
Medical,Dental & Lab Supplies	45,169.43	63,093.36
Animal Food and Supplies	9,740.75	11,716.85
Cleaning Supplies	30,380.37	34,428.15
Other Operating Supplies	536,297.76	701,500.09
Small Tools	6,877.23	3,901.49
Uniforms & Protective Clothing	366,736.31	318,478.26
Uniforms/Clothing Other	866,964.40	750,852.57
Motive Fuels and Lubricants	304,331.94	330,670.11
Lubricants	23,288.31	30,469.66
Fleet Fuel	1,702,883.88	1,725,241.13
Electrical and Communication	4,766.94	3,560.00
Automotive Parts	529,471.95	609,879.53
Clothing Allowance	414,693.71	416,107.40
Inventory Adjustment	2,491.59	(1,062.52)
	5,128,236.71	5,442,289.32
ASSETS AND PURCHASES		
Motive Equipment	90,819.88	238,638.34
Elec,Light and Comm Equipment	147,439.75	136,509.41
Office Equipment	1,614.94	3,198.75
Other Equipment	1,759,846.94	520,473.50
Computer Hardware	763,356.60	551,738.72
Office Furniture	154,237.06	215,238.71
Books	5,907.25	6,992.21
Other Personal Property	6,480.00	-
	2,929,702.42	1,672,789.64
TOTAL DEBT AND FINANCES		
Interest	53,657.00	104,158.00
Principal	253,271.00	474,575.00
Letter of Credit Fees	142,098.64	-
Debenture Issue Expense	10,288.00	17,668.00
Credit Card Commission	18,022.30	14,590.89
	477,336.94	610,991.89
TOTAL GRANTS		
Grants-Cash	54,514.00	57,814.00
Claims	51,123.41	41,813.76
Claims-Vehicles	2,757.97	-
Claims	260,459.53	177,590.83
	368,854.91	277,218.59
TRANSFERS TO OTHER FUNDS		
Tsf to General Capital Fund	-	98,885.85
Tsf to GCF-cash to capital	4,143,000.00	8,781,000.00
Tsf to Insurance Reserve	(95,711.80)	(52,562.00)
Tsf to Civic Accommodations	7,405,120.00	7,416,132.00
Tsf to Commitment Reserve	2,466,505.00	700,000.00
Inter-Dept Tsf to GRF - BTS	387,230.00	369,737.00
Inter-Dept Tsf to GRF - HRPS	87,607.61	87,152.56
Purchasing Card Rebate	(17,348.36)	(19,427.81)
	14,376,402.45	17,380,917.60
Total Expenses	257,821,190.80	244,233,840.51