Winnipeg Police Board



WINNIPEG POLICE BOARD | 2017 ANNUAL REPORT

MESSAGE FROM THE BOARD CHAIR



On behalf of the Winnipeg Police Board, I am pleased to provide you with this report on the Board's activities in 2017.

I was honoured to be appointed in April 2017 to serve as the first citizen Chair of the Board and am very grateful for the confidence shown by both the Mayor and Council, as the work of the Board evolves.

The past year was both challenging and rewarding for the Winnipeg Police Board.

A valued member of the Board, Larry Licharson passed away during the summer of 2017. Larry served as Chair of the Budget and Finance Committee.

As a small Board, with multiple committees, the loss of a member had a significant impact on our work, and I want to thank and acknowledge my colleagues who went above and beyond in order to fulfill our mandate.

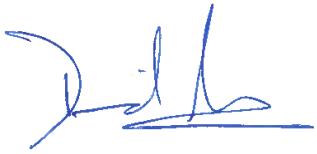
In late fall, Don Norquay the Executive Director provided notice of his intention to retire. Don's work was seminal to the establishment of the Board and its policies and procedures. It was clear that his knowledge, wisdom and guidance were essential and I want to thank him for his tireless efforts.

By the end of 2017, the Executive Director position was reclassified to the Secretary to the Board. The recruiting process was undertaken in collaboration with Board members and the HR services of the City of Winnipeg. Shauna Curtin was selected as the successful candidate for this senior staff position.

Amidst significant Board and staff changes, the board was able to achieve a remarkable amount of substantive work, which is highlighted in the report.

The Board has and will continue to focus on the core mission and calibrate the information flow and meeting requirements accordingly. The Board made solid progress in 2017 but there is more work to be done.

I look forward to expanding the reach of the board to the citizens of Winnipeg and continuing relationships in setting the priorities for the Winnipeg Police Service.



David Asper
Chair, Winnipeg Police Board

EXECUTIVE SUMMARY

This report presents highlights of the Board's work in 2017, as well as information on its financial performance.

2017 was a year of transition. The Board's membership changed, with two new appointments, including its first citizen Chair. The Board mourned the loss of Board Member Larry Licharson, who passed away in August. As at the end of 2017, the provincial government had not appointed a replacement Board member. In September, the Board's founding Executive Director, Don Norquay, announced his intention to retire, and in November, the Policy and Planning Coordinator, provided notice to pursue an employment opportunity elsewhere.

Throughout these changes, the Board remained productive, and in particular, continued to build a positive relationship with the Winnipeg Police Service. A key accomplishment included finishing the process for planning and evaluating the performance of the Chief of the Winnipeg Police Service. The Board also provided City Council with input on ways to make the Board more effective and efficient, which resulted in amendments to the Winnipeg Police Board By-law (No. 148/2012) in November 2017. Acting as a Committee of the Whole and through its committees, the Board also challenged itself to review its Rules of Practice and Procedure to enhance its governance role.

The Board's 2017 audited summary of expenditures is appended to this report. Information on the Board's activities is published on an ongoing basis on the City of Winnipeg's Decision Making Information System (DMIS) in the form of monthly reports and meeting minutes.

OVERVIEW OF THE WINNIPEG POLICE BOARD

The Winnipeg Police Board provides civilian governance and oversight of the Winnipeg Police Service.

The Board receives its mandate from Manitoba's Police Services Act. The Act created a requirement for all municipalities with their own police services to establish civilian police boards to govern the police, establish priorities and policies for the effective management of police and improve transparency and accountability. In 2012, Winnipeg City Council adopted By-Law No. 148/2012 to establish the Winnipeg Police Board.

Since its first meeting in June 2013, the Board has been establishing the relationships, governance structures, processes and policies enabled by the Police Act.

Meet the Board

The Board is composed of up to nine members. In 2017, the following people served on the Board:

- Councillor Jeff Browaty (Chair until February 2017)
- David Asper (Chair since April 2017)
- Councillor Ross Eadie
- Derek Johannson (until February 2017)
- Larry Licharson*
- Mary Jane Loustel
- Brian Scharfstein (since April 2017)
- Alicja Szarkiewicz*
- Barry Tuckett (Vice Chair)

** Members appointed by the Province*

In Memoriam

Board Member Larry Licharson passed away on August 29, 2017. He was appointed to the Board on July 26, 2016, and contributed a wealth of business and board experience to the organization. He served as a member and then as Chair of the Budget and Finance Committee. Larry also helped update the Board's strategic plan and served on the Police Chief Recruitment Committee in 2016.

Larry was dedicated to promoting effective governance, Board accountability, and discussions on the economics of policing. The Board remembers Larry for his collegiality, wisdom and commitment to public service.

MEETINGS

The Board held nine regular meetings in 2017:

January	February	March	April	May	June
13	3	10	7	5	9

July	August	September	October	November	December
no meeting held	no meeting held	8	13	no meeting held	1

Total Board and Committee meetings in 2017

Meeting Type	Number
Public Board meetings	9
Committee meetings (all committees) and consultation meetings	47
Paid training sessions*	3

**Board members receive remuneration for attending training sessions arranged by the Board or the Manitoba Police Commission. Board members may choose to attend additional training opportunities and community events on their own time. The number of meetings attended by members is, in the view of the Board, unsustainable for a citizen Board. This acts as a deterrent to attracting high quality candidates. It also consumes a huge amount of time of the WPS in providing support to the work of the Board. We continue to work on ways to achieve better information flow and discharge our governance responsibilities in a more focused and time efficient way.*

Training opportunities

In 2017, new Board members had opportunities to meet with Board staff to become familiar with their responsibilities. In addition, the following training opportunities were offered to all Board members:

- A one-day training event organized by the Manitoba Police Commission in March
- A presentation and demonstration on Use of Force training by members of the Winnipeg Police Service
- An opportunity to shadow a Service recruit class for two days of training on Indigenous histories and cultures
- Opportunities for Board members to shadow members of the Service's communications centre to understand how emergency calls are received and dispatched, to participate in ride-a-longs and to join members of the Service's Flight Operations Unit for a portion of their shift

Remuneration for Board meetings

The Winnipeg Police Board By-law states that citizen members of the Board shall receive remuneration for any official Board or committee meetings they attend, as well as any training sessions arranged by the Board or the Manitoba Police Commission.

Board members who are also City Councillors are not eligible for remuneration. In 2017, this included:

- Councillor Jeff Browaty, Chair until February 2017
- Councillor Ross Eadie

	Rate of Remuneration		
Meeting Length	**Regular Members**	**Board Chair and Vice-Chair**	**City Councillors**
4 hours or less	$109	$190	Not eligible
Over 4 hours	$192	$336	Not eligible

Board Member Remuneration Report as of December 31, 2017		
Board Member	2017 Board & Committee Meetings Attended	Amount Paid
David Asper – Board Chair since April 2017	28	$5,758.00
Derek Johannson – Board Member until February 2017	6	$737.00
Larry Licharson – Board Member until August 2017	24	$2,948.00
Mary Jane Loustel – Board Member	35	$3,891.00
Brian Scharfstein – Board Member since April 2017	27	$3,109.00
Alicja Szarkiewicz – Board Member	46	$5,538.00
Barry Tuckett – Vice-Chair	48	$10,142.00
Total		**$32,213.00**

HIGHLIGHTS

- The Board oriented two new Board Members, including a new Board Chair
- The Board completed its framework for developing and reviewing annual performance plans for the Police Chief
- The Board reviewed the Winnipeg Police Service's 2017 Business Plan and received quarterly updates on its implementation
- The Board established four new policies for the effective management of the Winnipeg Police Service:
    - Use of Force
    - Succession Management
    - Vehicle Pursuits
    - Evidence Control
- Board Members attended public forums across the city that were organized by the Winnipeg Police Service and well-attended by the community; the events opened with remarks from the Police Chief and the Board Chair, who used the opportunity to promote awareness of the Board and its mandate
- The Board merged two committees in order to become more efficient and reduce individual workload requirements
- In September the Board submitted a proposal to Winnipeg City Council recommending amendments to the Winnipeg Police Board By-law that would improve the Board's diversity and efficiency
- The Board approved a document outlining the competencies that appointees should possess in order to be effective Board Members, for the reference of the Province and City Council when making appointments

COMMITTEE HIGHLIGHTS

ICPCP – Indigenous Council on Policing and Crime Prevention
WPS – Winnipeg Police Service

Budget and Risk Management Committee

- Merged with the Risk Management and Audit Committee
- Monitored WPS budget performance through monthly and quarterly reports
- Worked on WPS budget estimates and allocations
- Monitored WPS budget adjustments and risks
- Studied key areas of WPS budget
- Reviewed WPS risk and audit reports
- Monitored WPS risk management framework

Governance Committee

- Led establishment of four new policies for effective management of WPS
- Amended the Board's Rules of Practice and Procedure
- Drafted and monitored the Board's business plan
- Established a template for Police Chief performance plan
- Drafted a list of competencies for Board Members

Indigenous Liaison Committee

- Coordinated the appointment of new members of the ICPCP
- Arranged presentations on WPS restorative justice and missing persons activities for the ICPCP
- Provided input in regard to missing youth, particularly youth in care, which led to the Board arranging a meeting with Minister of Families, the honourable Scott Fielding.

Strategic Planning Steering Committee

- Scanned the environment for policing in Winnipeg
- Partnered with OurWinnipeg to share consultation input
- Drafted a strategic plan update
- Laid the foundation for a major review of the strategic plan in 2018

STRATEGIC PLANNING

The Winnipeg Police Board adopted a five-year plan outlining its vision and priorities for the Winnipeg Police Service. The 2015-2019 Strategic Plan was first published in May 2015. For 2017, the Board focused on using data on community safety and police performance to gauge the relevance and feasibility of the strategic plan, then made some adjustments to ensure the document reflects the Board's priorities and therefore the needs, values and expectations of Winnipeg residents.

In 2017, the Winnipeg Police Board received community input from:

- Participants in the Winnipeg Police Service's biennial general survey, which collects statistically significant data on citizen perception of crime, safety and view of the Service, community safety issues and police performance
- Public forums hosted by the Service and attended by members of the Winnipeg Police Board
    - Magnus Eliason Recreation Centre on March 20
    - Ma Mawi Wi Chi Itata Centre on June 5
    - Glenlawn Collegiate on October 10
    - Churchill High School on November 27
- Community members who reached out to the Board directly
- Community members referred to the Board by City Councillors

The public forums doubled as an opportunity to promote awareness of the Board and its mandate. These events were hosted by the Winnipeg Police Service and attracted community members who wanted to learn more about crime and safety issues in their neighbourhoods. The Board Chair spoke at these events to explain the Board's role in setting strategic priorities for the Service and to encourage people to engage with the Board.

The Board determined that the environment for policing in Winnipeg has shifted since the inception of the strategic plan for the Service in May 2015. The City's population and crime have increased while the public and political appetite to invest in and expand police services has not. It is notable that the desire to live in a safe, prosperous and sustainable city has not changed. In light of these shifts, the Board refined some of its targets for the 2018 Strategic Plan Update:

- The Board revised its targets for reducing the crime severity index and violent crime severity index in Winnipeg, making the targets more modest and recognizing that much of this is not within the control of the police service
- The Board eliminated its target that would keep budget increases to the rate of inflation; the new target commits the Service to annual efficiency projects. It is notable that the tasks of the Board are to ensure that community needs, values and expectations are reflected in the Strategic Plan and that budgets established by City Council are allocated in order to target strategic objectives. The Board asks the Service to provide a budget that meets the established objectives which is then provided to Council for decision.

The Board also refined some targets to make them more focused, so the Police Chief and Service are only held accountable for performance in areas within their control. Crime in Winnipeg increases and decreases based on a variety of factors, including social and economic factors outside the control of the Board or the Service. These factors are identified in the Board's Environmental Scan.

Implementation of the 2015-2019 Strategic Plan for the Winnipeg Police Service

The Board and the Winnipeg Police Service are halfway through the life cycle of the 2015-2019 Strategic Plan. The Board considers strategic planning to be flexible, updating the plan each year to reflect experience, shifting priorities and changes to the environment for policing.

Most of the targets in the strategic plan measure the Service's implementation based on reaching certain milestones by 2019. The targets that can be measured in 2017 are listed in the table that follows.

Goal: Reduce crime & victimization		
Measure	**Target**	**Progress**
Citizen perceptions of safety	Improvement in all districts, greater improvement in the North End and Downtown	There have been no statistically significant changes to the perception of safety either up or down.
Percentage of police time spent on proactive policing and crime control activities	33% of General Patrol time is spent on proactive policing by 2019	In 2017 there were 80,540 police initiated events. In addition to General Patrol time, the Service made significant progress on developing a Service wide traffic safety strategy that includes public input.
Goal: Engaged communities		
Citizen trust in the police service	General increase, and reduction in differences between districts	The results, when compared to 2015, did not reveal any statistically significant trends.
Diversity within the Service	15% of new recruits are Indigenous in 2017	15% of the members of Recruit Class #160 (February 2017) were Indigenous.
A communications and outreach strategy for the Service	The strategy is approved and adopted	The Service developed and adopted a strategy in 2016. The Service surpassed 101,800 Twitter followers by June 2017, launched a Facebook profile and posts videos on YouTube in addition to many community events and public outreach at all levels of the Service.
Goal: Effective & efficient service		
Police Service budget	Increases at or less than inflation	In December 2017, the Board recommended a total operating budget for 2018 for the Service that amounted to a 1.2% increase over the Service's amended budget for 2017. The Board presents the budget to Council for approval.
Operating cost per capita	National average of major police services	According to 2016 data from Municipal Benchmarking Network Canada, Winnipeg spent $377 per capita on policing, compared to a median of $359 among participating municipalities. In current dollars, the Canadian per capita cost was $396.
Police strength per capita	Target to be refined in 2017 after complement review	Target was refined in late 2017 and published in the 2018 Strategic Plan Update. New target is "National average of major police services."
Goal: A healthy organization		
All targets are focused on 2019		

Measure: Citizen Perceptions of Safety

The Board uses results from the Winnipeg Police Service's biennial citizen survey, which in 2017 asked 602 Winnipeg residents their perspective on policing and safety. While the total sample size, 602 people, is large enough to give statistically significant findings for the city, the number of people surveyed in each of the four police districts is too small to give statistically significant data. In addition, the Service's survey has a margin of error of 3.9%. Where the survey data indicates that perceptions of safety increased since 2015, but the value of the increase is less than 3.9%, the increase cannot be considered statistically significant.

At this time, the indicators do not reveal statistically significant changes – positive or negative – to whether residents feel safe in Winnipeg. In 2018, the Board will work with the Service to consider additional ways of measuring public perceptions of safety.

Measure: Citizen trust in police

In 2015, the Service asked that its survey include questions on confidence and trust in police. Subsequent survey findings in 2015 and 2017 revealed 91% of respondents had confidence in police. The 2017 survey found that 82% of residents feel the Service is absolutely or usually trustworthy. The results, when compared to 2015, did not reveal any statistically significant trends. Evaluating the strategic plan and monitoring its performance identified gaps for the Board to address in 2017. Statistics Canada released crime statistics in July 2016 that showed crime in Winnipeg increased in 2015. This poses a challenge for the Service as the strategic plan charges police with reducing the crime severity index and violent crime severity index by 25% by 2019.

The increase in crime in 2015 – at the same time that the Service was implementing its Smart Policing Initiative and promoting engaged communities – highlighted how the feasibility of some of the current strategic plan targets are dependent on factors outside of the Service's control. Likewise, the strategic plan calls for increased resources in areas such as crime analysis. The Board's capacity to allocate resources to these priority areas is driven by the budget Council sets for the Service.

Looking ahead, the Board will review its strategic plan with an eye to ensuring all priorities and targets reflect the current environment for policing and the fiscal reality as expressed by elected officials, who represent a very significant community input, while continuing to pursue the same vision and goals.

THE WINNIPEG POLICE BOARD BUDGET

The Board was allocated $455,185 from the budget for the City Clerk's department in 2017. The Board received quarterly budget update reports in June, September and December and submitted them to the Standing Policy Committee on Finance for information.

The Board operated within its budget in 2017. Its primary expenditures were staff salaries and benefits; office rent; remuneration for Board members; memberships, conferences, travel and events; office operations; and professional governance support services.

The Board's audited summary of expenditures is appended to this report.

THE WINNIPEG POLICE SERVICE BUDGET

The Winnipeg Police Board By-law directs the Board to prepare annual estimates for the Winnipeg Police Service's operating and capital budgets. The Board submits these estimates to City Council, along with any other budget information Council requires.

The Board's budget estimates must reflect an assessment of what it will cost to provide police services that are adequate and effective and that are in keeping with the objectives set out in the strategic plan. The estimate and any supporting materials shared by the Board help inform Council's decision of the amount of the total City of Winnipeg budget for the Winnipeg Police Service. Consistent with the Board's strategic plan, the Board's recommended budget estimate for 2017 limited the Service's operating budget to the rate of inflation. Budgets include both operating and capital funds.

After considering advice from the Winnipeg Police Service, the Board submits a budget to City Council that is in keeping with the strategic plan and that reflects the estimated costs to operate an efficient and effective police service. City Council votes on the budget and the Police Board allocates the annual operating and capital budget and monitors the Service's budget performance throughout the year. Key considerations for the Board in 2017 included:

- A new collective agreement with the Winnipeg Police Agreement that increased salaries by 2.5% effective Dec 2017 was ratified by Winnipeg City Council in 2017
- Council set a $3.5 million expenditure management target for the Service, with the expectation that the Service find these savings throughout the year
- The Province changed their funding model to provide the City of Winnipeg with basket funding, rather than providing funding tied to specific agreements that committed the Province to increasing funding annually to cover its share of salary and benefit costs. This has placed pressure on the City and the Service in terms of establishing priorities within the current funding model
- The Service adopted new strategies to manage overtime

Further details on the allocation of the Service's operating and capital budgets and its budget performance in 2017 can be found in the Board's meeting minutes, particularly in the Service's quarterly budget update reports. Meeting minutes and reports are available through the City of Winnipeg's Decision Making Information System.

2017 Operating Budget	
Adopted Budget	$288,000,280
2017 Capital Budget	
Adopted Budget	$23,585,000

The Service's audited statement of revenues and expenses is appended to this report.

The Indigenous Council on Policing and Crime Prevention (ICPCP) is a body that provides information and advice to the Winnipeg Police Board to inform the strategic plan. The council is composed of local leaders and representatives of Winnipeg's Indigenous communities. They meet 2-4 times per year to advise the Board on how to improve public safety for Indigenous people in Winnipeg and ensure police services meet the needs, values and expectations of Indigenous people.

THE INDIGENOUS COUNCIL ON POLICING AND CRIME PREVENTION

Members

Shauna Fontaine
Co-Chair, until December 2017

Jarred Baker
Co-Chair

Jackie Anderson

Chantell Barker
since April 2017

Eric Chartrand
until November 2017

Mel Chartrand
until November 2017

Shirley Chartrand
until September 2017

Ken Fleury

Jade Harper

Damon Johnston

Angela Lavallee

Alaya McIvor

Kim McPherson

Serenity Pangman
since June 2017

Eleanor Paulic
Alternate

Highlights

- Received a presentation on the Winnipeg Police Service's pilot project on restorative justice
- Hosted the Mayor at a meeting of the council
- Provided advice to the Board and the Winnipeg Police Service on missing persons that resulted in the Board arranging to meet with the Minister of Families to discuss missing youth
- Provided advice to the Board on training
- Worked with a designated liaison member of the Winnipeg Police Service
- Recruiting new council members to fill vacancies
- Meeting with the Board's Indigenous Liaison Committee to talk about reconciliation

APPENDIX 1 | 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, Community Services and Parks.

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.

APPENDIX 2 | COMMITTEE MANDATES AND MEMBERSHIP

Budget and Risk Management Committee

Mandate

- Receives updates on the respective budgets of the Board and the Winnipeg Police Service
- Makes recommendations to the Board related to preparing and submitting budget estimates that reflect the strategic goals for the Winnipeg Police Service to Winnipeg City Council
- Reviews and assesses the Winnipeg Police Service's risk management framework and audits including all relevant information on accreditation
- Leads the Board's internal risk management and evaluation activities

Members

- Derek Johannson, Committee Chair (until February 2017)
- Larry Licharson, Committee Chair (June-August 2017)
- Mary Jane Loustel, Committee Chair (since September 2017)
- Councillor Ross Eadie (until September 2017)
- Brian Scharfstein (since June 2017)
- Alicja Szarkiewicz (since September 2017)
- Councillor Jeff Browaty, ex officio member (until February 2017)
- David Asper, ex officio member (since April 2017)

Governance Committee

Mandate

- Leads development of the Board's Rules of Practice and Procedure
- Leads development of the Board's governance policies for the effective management of the Winnipeg Police Service
- Provides advice and recommendations to the Board regarding its governance framework

Members

- Mary Jane Loustel, Committee Chair (until September 2017)
- Barry Tuckett, Committee Chair (since September 2017)
- Alicja Szarkiewicz
- Councillor Ross Eadie (since September 2017)
- Councillor Jeff Browaty, ex officio member (until February 2017)
- David Asper, ex officio member (since April 2017)

Indigenous Liaison Committee

- Acts as the Board's point of contact for the Indigenous Council on Policing and Crime Prevention
- Advises the Board on how to consider and implement the Council's advice

Members

- Brian Scharfstein, Committee Chair (since June 2017)
- Mary Jane Loustel (until June 2017)
- Alicja Szarkiewicz
- Councillor Ross Eadie (since June 2017)
- David Asper, ex officio member (since April 2017)

Strategic Planning Steering Committee

Mandate

- Provides direction on the organization of annual community consultation meetings and the development of multi-year strategic plans for the Winnipeg Police Service

Members

- Councillor Jeff Browaty, Committee Chair (until February 2017)
- David Asper, Committee Chair (since June 2017)
- Councillor Ross Eadie
- Derek Johannson (until February 2017)
- Larry Licharson (until August 2017)
- Mary Jane Loustel
- Brian Scharfstein (since June 2017)
- Alicja Szarkiewicz
- Barry Tuckett

APPENDIX 3 | BOARD MEETING MINUTES

The Winnipeg Police Board publishes minutes for all of its public meetings on the City of Winnipeg's Decision Making Information System. The following links will connect you to each of the nine public meetings the Board held in 2017.

January 13, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=15857&SectionId=&InitUrl=

February 3, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=15911&SectionId=&InitUrl=

March 10, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=15999&SectionId=&InitUrl=

April 7, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=16054&SectionId=&InitUrl=

May 5, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=16146&SectionId=&InitUrl=

June 9, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=16228&SectionId=&InitUrl=

September 8, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=16376&SectionId=&InitUrl=

October 13, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=16489&SectionId=&InitUrl=

December 1, 2017: http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=16604&SectionId=&InitUrl=

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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 year ended December 31, 2017. 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 and The City of Winnipeg By-Law No 100/2017 dated November 15, 2017.

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 and The City of Winnipeg By-Law No 100/2017 dated November 15, 2017 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 expenditures of The City of Winnipeg - Winnipeg Police Board for the year ended December 31, 2017 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 and The City of Winnipeg By-Law No 100/2017 dated November 15, 2017.

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 148/2012 dated November 28, 2012 and The City of Winnipeg By-Law No 100/2017 dated November 15, 2017. As a result, the schedule may not be suitable for another purpose. Our report is 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 Professional Accountants

August 15, 2018

Winnipeg, Canada

THE CITY OF WINNIPEG
WINNIPEG POLICE BOARD

Summary of Expenditures

Year ended December 31, 2017

	2017	2016
Expenditures:		
Staff wages	$322,076	$282,342
Office rent	57,585	56,959
Honoraria	33,073	35,915
Public consultations and meetings	974	8,508
Other administration costs	10,266	14,271
Education and training	10,088	14,982
Professional services	5,508	9,609
Board memberships	6,002	6,477
Total expenses	$445,572	$429,063
Expenses charged against Winnipeg Police Board budget	$445,572	$429,063

See accompanying notes to financial information.

THE CITY OF WINNIPEG
WINNIPEG POLICE BOARD

Notes to Financial Information

Year ended December 31, 2017

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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, amended with By-Law No. 100/2017 dated November 15, 2017. 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.

(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. On November 15, 2017, the By-Law was amended to state the Board must hold a meeting at least once every three months.

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.

Statements of Revenues and Expenses

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES

Year ended December 31, 2017

KPMG LLP
One Lombard Place
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Winnipeg MB
R3B 0X3

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Fax (204) 957-0808
www.kpmg.ca

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, 2017. 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 revenues and expenses of The City of Winnipeg - Winnipeg Police Services for the year ended December 31, 2017 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 Professional Accountants

August 14, 2018

Winnipeg, Canada

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES
Statement of Revenues and Expenses
Year Ended December 31, 2017

	2017 $	2016 $
REVENUES		
Provincial government grants	**19,090,505**	**20,255,204**
Regulation Fees	**20,163,535**	**19,930,804**
Sale of goods and services	**6,470,856**	**6,454,992**
Other revenue	**2,593**	**34**
Recoveries	**817,911**	**701,283**
TOTAL REVENUES	**46,545,400**	**47,342,317**
EXPENSES (Schedule 1)		
Salaries and benefits	**236,462,166**	**239,736,272**
Services	**16,759,194**	**17,270,361**
Materials - parts and supplies	**5,344,792**	**4,916,192**
Assets and purchases	**1,370,058**	**2,402,199**
Debt and finance charges	**8,198,678**	**8,141,386**
Grant transfers	**14,377,586**	**15,263,660**
TOTAL EXPENSES	**282,512,474**	**287,730,070**
Funded by Commitment Reserve (note 2 (b))	**(248,467)**	**(2,833,056)**
NET TOTAL EXPENSES	**282,264,007**	**284,897,014**
EXCESS OF EXPENSES OVER REVENUES	**235,718,607**	**237,554,697**

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES

Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses

Year ended December 31, 2017

		2017	2016
		$	$
SALARIES			
	Salaries - permanent	179,778,774	180,190,527
	Salaries - temporary	345,008	280,489
	Sick Leave and Severance Pay	2,920,704	2,310,582
	Vacation/Overtime cashout	1,429,850	1,267,591
	Shift premium	1,169,896	1,373,982
	Long service pay	10,679	7,800
	Overtime	8,579,345	9,300,562
	Standby Pay	480,597	465,309
	Fatality pension premium	552,594	539,714
	Payroll costs	314,747	139,774
	Pension Awards	61,624	126,843
	Vision care	12,186	365,687
	Interest and Administration	548,291	472,248
	Acting pay	750,779	658,347
	Furlough recoveries - permanent	(108,551)	(120,153)
BENEFITS			
	Civic pension	31,313,970	31,745,664
	Civic pension cash out	45,036	26,280
	Canada pension	5,039,070	4,974,669
	Employment insurance	2,171,861	2,524,024
	Dental plan	41,238	2,131,284
	Group insurance	569,318	572,973
	Medical Expenses	435,150	318,356
	Ambulance/hospital coverage	-	63,720
TOTAL SALARIES AND BENEFITS		236,462,166	239,736,272

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES

Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses

Year ended December 31, 2017

	2017	2016
	$	$
SERVICES		
Professional and consultant services	989,723	195,719
Office equipment maintenance	1,396,129	1,500,488
Duffy's Taxi	28,202	34,914
Freight and messenger services	41,168	45,655
Non-professional services	6,964,305	7,250,087
Janitorial Services	-	-
Allocated department costs	10,770	28,997
Auto allowance	4,467	5,386
Light and Power	15,154	14,054
Real property contracts - construction and maintenance	578,392	1,007,288
Vehicle Maintenance	84,620	77,063
Towing Services	40,828	40,501
Cleaning and Laundry	58,478	53,881
Other Equipment Servicing	490,063	650,476
Printing,Binding,Photocopying	72,599	76,396
Telephone-Regular Desk Set	393,418	449,952
Telephone-Cellular	411,885	416,413
Telephone-Alarm Systems	7,855	4,715
Data Comm DSL	502,063	552,935
Advertising	5,864	58,304
Insurance and Licenses-Auto	256,557	225,583
Fleet Insurance	883,251	911,133
Drivers' Licenses	25,913	28,660
Certificates,Permits,Licenses	42,063	36,358
Hauling Expense	31,191	34,058
Rentals	613,072	578,340
Fleet Capital Lease	1,768,891	2,108,454
Equipment Rental-External	235,853	174,203
Parking Space Rental	138,785	117,859
Meal Expense	6,560	3,592
Luncheons, Receptions & Events	45,443	43,552
Membership Fees	42,022	37,964
Postage	45,736	53,177
Training,Workshops and Tuition	169,205	210,862
Conferences	13,131	18,156
Conferences Involving Travel	316,218	200,401
Travel-City Business	29,320	24,785
	16,759,194	17,270,361

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES

Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses

Year ended December 31, 2017

	2017	2016
	$	$
MATERIALS, PARTS AND SUPPLIES		
Photographic Supplies	11,563	14,785
Stationery and Office Supplies	191,058	237,917
Periodicals and Subscriptions	23,732	32,133
Computer Software	179,733	70,083
Maintenance materials		
Photographic supplies		
Medical,Dental & Lab Supplies	182,346	58,629
Animal Food and Supplies	10,322	12,448
Cleaning Supplies	64,455	56,359
Other Operating Supplies	747,079	766,304
Small Tools	5,163	10,404
Uniforms & Protective Clothing	491,470	668,077
Uniforms/Clothing Other	1,033,904	681,938
Motive Fuels and Lubricants	265,161	240,798
Lubricants	-	-
Fleet Fuel	1,196,281	1,133,502
Electrical and Communication	-	1,182
Automotive Parts	541,094	509,469
Clothing Allowance	390,280	420,271
Inventory Adjustment	11,151	1,893
	5,344,792	4,916,192
ASSETS AND PURCHASES		
Motive Equipment	151,593	495,147
Elec,Light and Comm Equipment	273,155	77,958
Office Equipment	3,843	7,601
Other Equipment	622,282	1,213,709
Computer Hardware	222,284	243,005
Office Furniture	93,312	356,613
Books	3,589	8,166
	1,370,058	2,402,199

THE CITY OF WINNIPEG - WINNIPEG POLICE SERVICES

Schedule 1 - Detailed Statement of Winnipeg Police Services Expenses

Year ended December 31, 2017

	2017	2016
	$	$
TOTAL DEBT AND FINANCES		
Interest	6,209,669	6,216,975
Principal	1,800,413	1,800,412
Letter of Credit Fees	98,586	95,121
Debenture Issue Expense	59,165	8,090
Credit Card Commission	30,845	20,788
	8,198,678	8,141,386
TOTAL GRANTS		
Grants-Cash	55,814	55,814
Claims	-	55,901
Claims-Vehicles	45,500	-
Claims	383,237	212,541
	484,551	324,256
TRANSFERS TO OTHER FUNDS		
Tsf to General Capital Fund	128,198	350,792
Tsf to GCF-cash to capital	3,075,000	6,120,000
Tsf to Insurance Reserve	(117,113)	(27,107)
Tsf to Civic Accommodations	10,135,633	9,101,771
Tsf to Commitment Reserve	-	-
Inter-Dept Tsf to GRF - BTS	547,668	389,166
Inter-Dept Tsf to GRF - HRPS	167,494	77,256
Purchasing Card Rebate	(43,845)	(22,474)
Expenditure Management	-	(1,050,000)
	13,893,035	14,939,404
Total Expenses	282,512,474	287,730,070

Winnipeg Police Board