

Contributing Department

Police Service >99.9%
 Public Works <0.1%
 2007 Budget: \$134.8 million

Police Response

Includes:

- *Police Response*
- *Crime Investigation*
- *Police Training*
- *Contract Policing*

Service Overview

DESCRIPTION

The Police Response Service provides emergency, urgent, and non-urgent response to public calls for service. This includes disaster situations, danger to life and property situations, and lowered risk to persons and property situations. In addition, the service undertakes criminal investigation services potentially leading to offender identification, arrest or other resolution. The service is also responsible for training all police and civilian members of the Winnipeg Police Service (WPS). Finally, the service ensures public order through planned response to large public gatherings and through contract service at targeted events such as professional sporting matches and film industry productions. The delivery of all aspects of this service depends on the collection, analysis, and dissemination of public safety and criminal intelligence and information.

KEY GOALS

1. Reduce crime through evidence-based policing strategies.
2. Improve public service delivery in uniform operations.
3. Focus on downtown safety while balancing the needs of targeted neighbourhoods.
4. Focus on criminal prosecutions through improved quality and timeliness of report and evidence disclosure.

SERVICE LEVEL STATISTICS

On April 20, 2004, the WPS implemented a new Call Prioritization System to handle requests for service. Because the new system was implemented part-way into the year, and because it classified requests for service differently than the previous system, the 2004 data cannot be directly compared with those of previous years, and therefore will not be provided in all tables and charts.

Description	2004	2005	2006	3 Year Average
Total Events for Service	568,472 ¹	588,837	571,127	579,982
Police Dispatched	162,761	150,376	153,193	155,443
Telephone Calls Handled by Police Dispatch	29%	26%	27%	27.3%
Telephone Calls Handled by Telephone Response	N/A	N/A	27,721 ²	
% of Total Telephone Calls Handled by Telephone Response	N/A	N/A	5%	
Total Telephone Calls Handled by Means Other Than Police Dispatch or Telephone Response	405,711	438,461	390,213	411,462
% of Total Telephone Calls Handled by some Other Means (referral, etc)	71%	74%	68%	71%

¹ In 2004 a new system for assigning priorities to calls was established. Therefore, 2004 data will not be provided.

² In January 2006, the WPS implemented a new telephone response protocol, which enabled the WPS to reduce the number of priority level 8 events for service which required dispatch of a police unit.

Events for Service

Priority Level	2005		2006	
	Total	% of Total	Total	% of Total
0	635	0%	839	1%
1	21,283	14%	17,489	11%
2	10,525	7%	8,904	6%
3	53,417	36%	56,745	37%
4	9,757	6%	9,712	6%
5	21,984	15%	24,335	16%
6	5,813	4%	6,106	4%
7	4,693	3%	11,870	8%
8	12,120	8%	4,855 ²¹	3%
9	10,149	7%	12,337	8%
Total	150,376	100%	153,192	100%

Priority 0: Major Disaster; Officer in Need of Assistance
Priority 2: Impending Danger to Life or Grievous Bodily Harm
Priority 4: Urgent Property Incident
Priority 6: Non-Urgent Property Incident
Priority 8: Telephone Response

Priority 1: Danger to Life or Grievous Bodily Harm
Priority 3: Urgent Person Incident
Priority 5: Non-Urgent Person Incident
Priority 7: Low Risk or Threat
Priority 9: Planned Response

Strategic Direction

LINK TO PLAN WINNIPEG

- 1A-03 Promote a Safe Downtown
- 1A-04 Promote the Excitement of Downtown
- 1A-05 Celebrate the Downtown's Special Features and Heritage
- 1B-01 Targeted Neighborhoods
- 1B-02 Promote Neighborhood Safety
- 2A-02 Promote Equitable Access to Facilities and Services
- 2C-05 Support Provision of Information Technology Infrastructure
- 2D-01 Promote Higher Educated Workforce
- 2D-02 Promote Coordinated Delivery of Job Training Programs
- 4A-01 Engage Communities in Building Safe Neighborhoods
- 4A-02 Support Concept of Community Policing
- 4A-03 Expand Capacity to Address Safety
- 4A-04 Address Emerging Problems of Safety and Security
- 4A-06 Provide Emergency Response Services
- 4A-07 Prepare for Disasters and Emergencies

SYNOPSIS OF COUNCIL POLICY

The strategies of the Winnipeg Police Service (WPS) are based upon a commitment to service delivery. WPS policy and direction will ensure:

- Members have adequate resources, expertise, training and ability to handle emergency situations, non-life threatening incidents and criminal investigation services.
- Records and documents pertaining to criminal offences, police activities and

related data are accurate, timely, complete, and secure.

The WPS ensures compliance with the following codes, acts, and standards; each provides direction and guides service delivery and police action:

- The Criminal Code of Canada
- The Highway Traffic Act
- The Landlord and Tenants Act
- City of Winnipeg By-laws
- Commission on Accreditation for Law Enforcement Agencies Standards

KEY FACTORS INFLUENCING SERVICE DELIVERY

Resource allocation and deployment is in constant flux to meet public needs in uniform operations, criminal investigations, traffic safety, and crime prevention. Public call for service demand is a key factor influencing service delivery. The queue of calls awaiting dispatch has grown at an alarming rate. The demand for service in this area impacts the distribution of resources to other areas of the service. This issue has the potential to upset the deployment of resources in areas like traffic safety and crime prevention. An internal committee is closely monitoring and reviewing this situation and developing action plans. Factors influencing service delivery include:

Human Resource Issues

Staffing: Uniform operations is currently under authorized personnel strength. In 2007 uniform operations were 12% – 15% short in all six districts. Meeting minimum staffing levels is particularly challenging during summer months when staffing shortages are exacerbated by annual leave obligations. Overall, police personnel is 3.6% (48 officers) below complement and the Service plan to be at authorized strength by the third quarter of 2008.

Recruitment: As the baby-boom demographic exits the workplace; the Service projects recruit classes to double in size in the foreseeable future. Aggressive recruitment has put additional strains on resources assigned to the Human Resource Division and the Training Unit. Human Resource Division is obliged to draw resources from other areas of the Service to conduct the necessary background and screening investigations. The Training Unit is also obliged to draw resources from other areas of the Service to meet the added recruit training demand.

Training: The added recruit selection and training burden combined with attrition rates and public call for service demand has negatively impacted mandatory training efforts. Additionally, elective training programs, necessary for professional and skill development, have on occasion been deferred to meet other Service obligations.

Accommodation: Significant numbers of front line and support staff resources are unable to perform regular duties. Accommodations range from medical restrictions and workplace injuries to maternity and military leave obligations.

Specialization: Criminal investigations have branched into many distinct areas that demand specialized skills and training. The Criminal Investigations Branch of the Service is comprised of over 30 units. The demand for specialized resources creates constant flux and influences the deployment of resources assigned to general duties in uniform operations.

Leave Balances: Police and civilian police staff are members of the Winnipeg Police Association. Under provisions of their Collective Agreement with the City of Winnipeg, members are allotted annual leave. Police and civilian support staff members who work shift work are also allotted statutory credit leave. In addition, members can bank overtime in the form of extra duty leave. This cumulative leave allows police and civilian support staff to bank significant time. Managing leave banks has proven challenging in this current climate. Workload and training demands

has limited the use of banked leave for many front line members.

Police/Support Staff Ratio: Police work requires effective support staff. Support staff are responsible for many specialized and administrative functions. Police/Support Staff ratios provide a measure of efficiency. The Winnipeg Police Service police/staff ratio of 3.6 police officers to one support staff member compares unfavourably. The Calgary Police Service has police/staff ratio of 2.4; the Edmonton Police Service has a police/staff ratio of 2.9; the Regina Police Service has a police/staff ratio of 2.5.

Technological Issues

Wireless Network Speed: In 2004 the Service implemented a new CAD and RMS system. Front line officers communicate and perform much of their work from mobile computers over a wireless network environment. Current data transfer speeds over the wireless network are unsatisfactory. This has negatively impacted uniform operation productivity and increased administrative workload significantly. Network and hardware upgrades are required to address this issue.

Organized Crime and Technological Crime Investigative Techniques: Organized crime investigations have evolved; the technological and human resources required to successfully investigate even small organized crime groups is significant. The fiscal costs associated to these investigations are prohibitive, requiring carefully considered threat assessments and planning. These types of investigations require sophisticated telecommunications and computer equipment to collect the evidence necessary for successful prosecutions. The investigations also entail significant human resources and overtime allotments.

Processes

Arrest processing: Process complexities have increased the time necessary to process arrested persons. Provincial Remand Center delays put additional strain on the arrest process and limit the effectiveness and efficiency of the Arrest Processing Unit. This negatively impacts front-line officers involved in the arrest process as they are unable to return to general duties in a timely manner.

Record Management System: The Niche RMS was implemented in 2004. Three years later, the system continues to impact front line service delivery. Front line members enter and link data directly into the RMS from mobile computers in

the field. This has increased the administrative workload of front line members. Administrative workload efficiency has been impacted by the speed of the wireless network (see technological issues).

Fleet Management: Fleet maintenance and management is a constant challenge. The Winnipeg Police Service will be exploring the transitioning of fleet management systems. In addition, the Winnipeg Police Service will be examining internal fleet management processes with consideration towards Services Division managing a central pool of vehicles.

Court Influenced Processes

Disclosure: Timely, accurate, and complete information is critical to successful prosecutions. This principle is firmly entrenched and supported by case law. Police Services nationwide are challenged to meet this standard. Consequently, front line administrative workload has increased. In addition, entire units like the Central Reading Unit and the Court Unit are required to ensure quality control.

Video Statements: The requirement for video statements has proven challenging. Infrastructure upgrades have been costly as digital equipment is installed throughout the Service. Process changes have also been costly as Justice officials have demanded persons providing statements be subject to continual video monitoring before and after the recorded statement. Processing time and overtime costs associated to monitoring impact allotted overtime budgets.

Facilities

Public Safety Building: the external re-cladding of the Public Safety Building is a capital project that is currently under review; should this project move forward, units working within the building will be required to move to accommodate this process. Decanting will impact service delivery as units relocate.

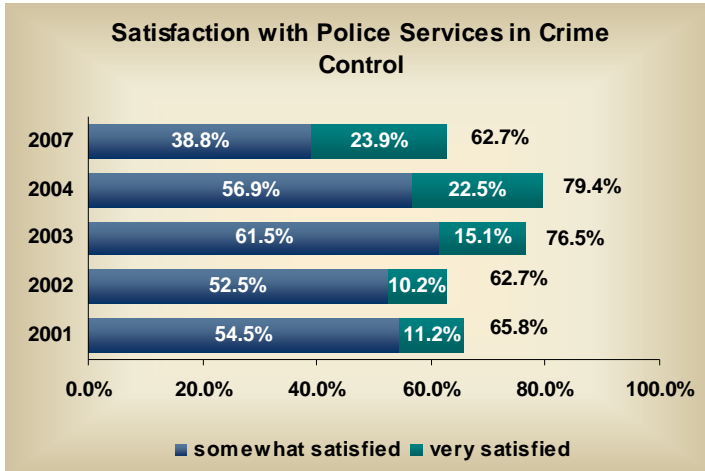
East District Station: Construction of the East District Station is underway. The building is expected to be completed in the third quarter of 2008. The building will facilitate the merger of Division 14 and Division 15 operations.

Summary of Goals and Strategies

- 1. Reduce crime through evidence-based policing strategies.**
 - Enhance the collection and distribution of accurate and timely criminal information to identify and target crime trends through further expansion of crime analysis capability.
 - Identify and explore innovative and effective tactics and rapidly respond to emerging crime trends.
 - Ensure police accountability by engaging police commanders in relentless follow-up and assessment of crime trends and police responsiveness.
- 2. Improve public service delivery in uniform operations.**
 - Upgrade wireless network capabilities to improve data transfer speeds and call for service time on call.
 - Review and improve call for service internal processes to allow better use of front-line officer time. Priorities for process improvement include:
 - Domestic Calls for Service;
 - Pursuit Calls for Service; and
 - Stolen Vehicle Recovery Calls for Service
 - Reduce reporting requirements for general patrol officers in non-criminal calls for service to allow better use of front-line officer time.
- 3. Focus on downtown safety while balancing the needs of targeted neighbourhoods.**
 - Provide a focused and visible police presence through an organized beat patrol.
 - Reduce uniform crime report (UCR) crimes against persons 994 (2006 totals) to 944 (-5%) by the end of 2008.
 - Reduce disorder calls for service on designated beats by 10%.
- 4. Focus on criminal prosecutions through improved quality and timeliness of report and evidence disclosure.**
 - Implement Central Reading Unit as a pilot project basis to address report quality and ensure compliance with disclosure requirements.

Performance Information

CITIZEN SATISFACTION



There has been a significant decrease in citizen satisfaction for police efforts in crime control.

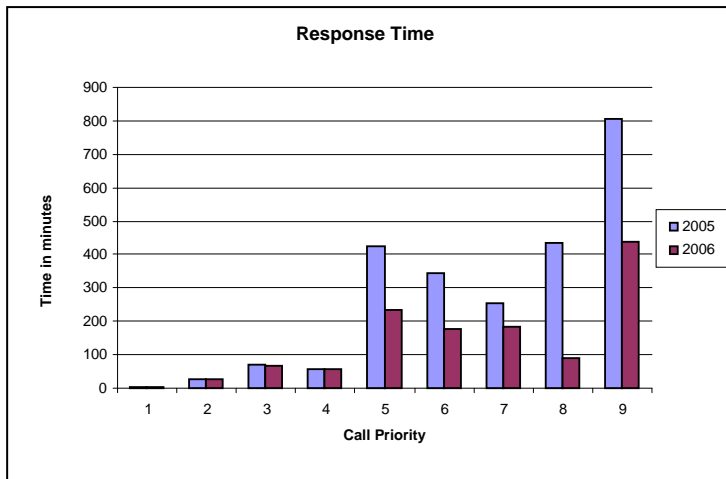
EFFECTIVENESS MEASURES

Reducing crime

- Reduce uniform crime report (UCR) crimes against persons from 8,621 (2006 totals) to 8,190 (-5%) by the end of 2008.
- Increase the overall clearance rate for UCR crimes against persons from 56% (2006 rate) to 61% (+ 5%) by the end of 2008 by improving investigative performance.
- Other performance indicators will be developed and reported in the 2009-2011 Service Plans.

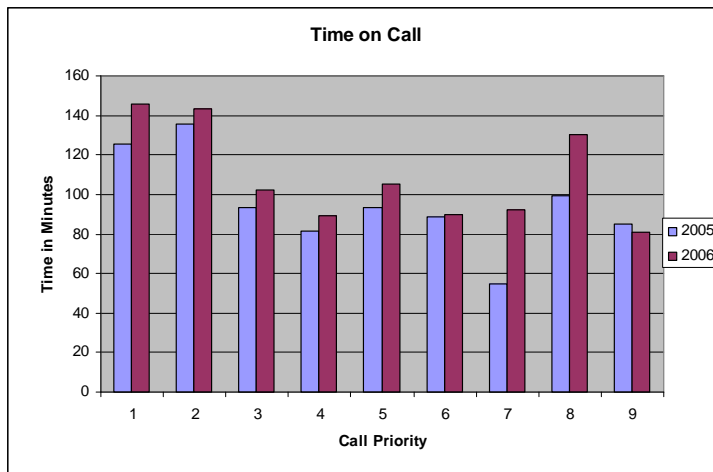
Winnipeg Uniform Crime Reports (UCR)				
Crimes Against Persons	2006 Totals	2008 Target	2006 Clearances	2008 Target
Homicide	22		95%	
Attempt Murder	15		88%	
Sexual Assault	664		40%	
Other Sexual Offences	23		50%	
Assault	5,927		66%	
Abduction	13		42%	
Robbery	1,957		32%	
Totals	8,621	8,190	56%	61%

Improve public service delivery in uniform operations



The graph illustrates the amount of time that the average event was in the queue prior to being dispatched for the years 2005 & 2006. The events have been sorted according to priorities 1-9.

The graph shows that for priorities 1 to 4 there has been no change and overall our ability to respond to these calls has been quite good. Starting with the priority fives we can see some improvement from 2005 and this continues through the priority nines. The goal is to reduce the amount of time that a call waits in the queue before a car is dispatched.



A significant amount of the time taken to process a call for service is absorbed by receiving, entering and transmitting information. By increasing data process speeds the goal is to reduce the amount of time that is spent on each call as indicated on the above chart. This will enable police to respond in a more timely manner to the increasing number of calls for service queue. The above chart reflects average time in minutes spent on a call for service for the years 2005 and 2006.

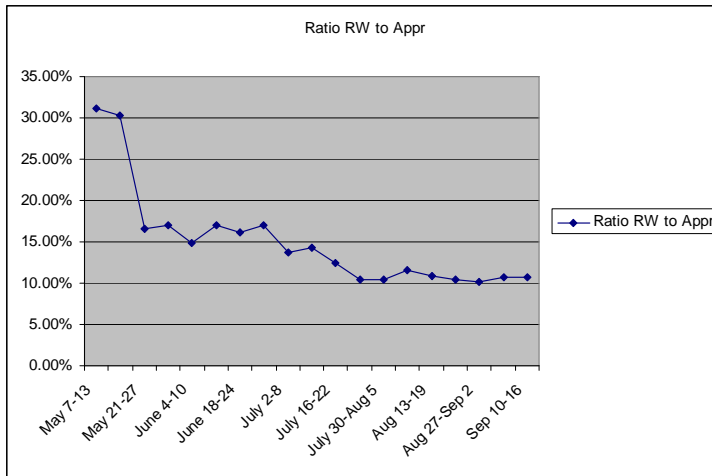
Month	CFS Dispatched*	CFS Cleared on CAD-No Report**	Percentage
August	12542	4853	38.69%
September	11545	4695	40.67%
October	11428	4729	41.38%
Overall	35515	14277	40.20%

*- Total dispatched calls determined by search on the Niche RMS of all occurrences whose numbers begin with a C, and removing any designated for alternate response (Priority 8-telephone response) and any that have no task, indicating likely cancelled calls.

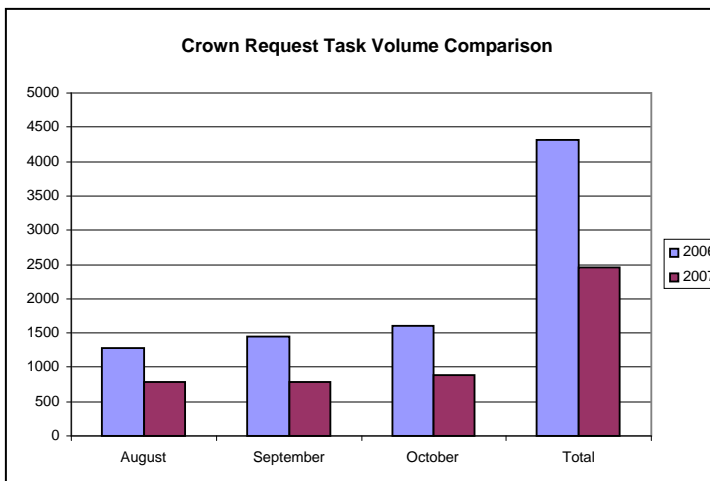
** - Determined by script query searching for all occurrences whose number begins with a C, with only a single tasks (approve NR occ) and no narratives attached.

Front line officers were authorized to clear non-criminal dispatched calls for service (CFS) through the computer aided dispatch (CAD). Significant time was saved using this process which commenced in August 2007. 2007 will serve as a baseline year for future performance.

Improving report quality and evidence disclosure



The Central Reading Unit was implemented on a pilot basis in May 2007 to address concerns over deficient reports. The ratio of the number of reports approved (Appr) after first submission compared to reports that were sent back for re-work (RW) have steadily declined and levelled off to 10-11%. 2007 will serve as a baseline year for future performance.



Crown requests occur when a crown attorney determines there is incomplete or inadequate police information to commence criminal prosecutions. Crown requests have decreased substantially; 2007 will serve as a baseline for future performance.

Downtown Safety

- Reduce disorder calls for service on designated beats by 10%.

Location	Disorder Calls** - 2006	Target - 2008
Portage Avenue Beat *	916	824

* Portage Avenue from Main Street to Young Street

** Disorder calls for service include assaults, fights, intoxicated persons, panhandling, and disturbances among others.

The Service is in the process of identifying other locations in the downtown area where dedicated beat patrols would be most effective. Once staffed these beat areas will be assessed in the same manner and reported in the 2009-2011 Service Plans.

EFFICIENCY MEASURES

- Reduce insert overtime hours by 5% by the end of 2008.

Police Service Overtime Costs			
Type	2005	2006	2007 (Projected)
Regular	\$5,965,385	\$6,216,529	\$6,274,000
Court	\$996,876	\$1,110,712	\$1,155,000

Regular overtime occurs when police members are held over during tours of duty or called back to work to deal with call for service workload or criminal investigations. Court overtime occurs when police members are subpoenaed to testify in court when they are off-duty. Overtime cost reduction is an indicator of police efficiency. A reduction in overtime hours is expected to result in some cost savings.

City Region	Police Officers per 100,000 population	Per capita costs	Crime rate per 100,000 population
Winnipeg	196	\$245	11,805
Calgary	159	\$244	6,642
Edmonton	184	\$273	11,045
Vancouver	222	\$322	11,583
Saskatoon	191	\$248	13,996
Regina	189	\$242	13,152

* Authorized police strength as of May 15th, 2007.

Note: Use caution in comparing forces: Operational expenditures may vary considerably between police services for many reasons. Source: Police Resources in Canada, 2007- Canadian Centre for Justice Statistics, Statistics Canada.

BENCHMARKING

Criminal Code Offences and Clearance Rates compared with Calgary and Edmonton

	Winnipeg Police Service			Calgary Police Service			Edmonton Police Service		
	2004	2005	2006	2004	2005	2006	2004	2005	2006
Population	646,850	647,846	648,929	953,742	977,953	1,011,309	710,462	723,788	742,155
Crimes of Violence									
# of Offences	8,185	8,636	8,565	7,882	7,990	7,783	6,525	6,653	6,835
# of Offences per 1,000 Residents	12.65	13.33	13.20	8.26	8.17	7.70	9.18	9.19	9.21
Clearance Rate	68.6%	61.0%	58.2%	71.5%	70.6%	67.5%	56.8%	55.7%	54.3%
Crimes Against Property									
# of Offences	45,946	40,481	41,313	42,146	41,825	42,298	53,244	53,678	48,811
# of Offences per 1,000 Residents	71.03	62.49	63.66	44.19	42.77	41.83	74.94	74.16	65.77
Clearance Rate	14.4%	14.8%	12.7%	27%	24.6%	24.6%	18.4%	16.5%	16.2%
Other Criminal Code									
# of Offences	28,291	27,034	26,726	18,473	17,172	17,090	32,213	26,092	26,327
# of Offences per 1,000 Residents	43.74	41.73	41.18	19.37	17.56	16.90	45.34	36.05	35.47
Clearance Rate	30.9%	23.6%	22.3%	40.5%	43.0%	44.0%	41.4%	45.9%	46.6%

Winnipeg continues to have a significantly higher per capita rate for crimes of violence than Calgary and Edmonton. And for 2005 and 2006, the per capita rate of other criminal code offences surpassed that of Edmonton.

Illicit Drug Trade Seized Drugs

The WPS is discovering commercial marihuana grow operations on a weekly basis. The increase in the illicit drug trade and related crimes is taxing on existing WPS resources.

	Winnipeg Police Service			Calgary Police Service			Edmonton Police Service		
	2004	2005	2006	2004	2005	2006	2004	2005	2006
Population	646,850	647,846	648,929	953,742	977,953	1,011,309	710,462	723,788	742,155
Drug Possession									
# of Offences	482	341	346	839	871	911	421	409	541
# of Offences per 1,000 Residents	0.75	0.53	0.53	0.88	0.89	0.90	0.59	0.57	0.73
Clearance Rate ¹	84.6%	87.1%	86.7%	97.9%	92.3%	96.3%	100.5%	98.3%	99.3%
Drug Trafficking									
# of Offences	494	295	507	910	1,021	1,042	600	599	569
# of Offences per 1,000 Residents	0.76	0.46	0.78	0.95	1.04	1.03	0.84	0.83	0.77
Clearance Rate ¹	85.0%	92.5%	97.4%	94.8%	101.1%	96.3%	96.5%	96.3%	101.9%

Source: Statistics Canada, Canadian Centre for Justice Statistics, Crime Statistics, All Police Services, 1977 to 2006

¹ Clearance rates may exceed 100%, as more than one person may be charged for the same event.