



2020 Operating and Capital Budget  
**Winnipeg Police Service**



November 12, 2019

# Agenda

- 1. Strategic Objectives and Priorities**
- 2. Performance Measurement**
  - Environmental Scan
- 3. Operating Budget (including options to achieve target)**
  - Operating Budget (Departmental or Service Based Basis)
  - Year over Year Variance Explanations
  - Implications of the Recommended Target to Balance the Operating Budget
  - Salaries and benefits, FTEs, and vacancy management and options to achieve target
- 4. Capital Budget (including options to achieve target)**
  - Capital Budget
  - Implications of the Recommended Target for the Capital Budget
  - Capital Forecast to Submission Reconciliation
- 5. Budget Referrals – N/A**
- 6. Budget Summary**
- 7. Questions**

# Strategic Objectives and Priorities

## Strategic Objectives

Source: Winnipeg Police Board, Winnipeg Police Service Strategic Plan

- Protection and Crime Prevention
- Community Partnerships
- Effective and Efficient Service
- Healthy Organization

Source: Volume 1, Our Winnipeg

- Safety and Security: Safe communities provide a better quality of life, enhanced opportunities for economic development, investment, tourism and increased civic vitality. Safety and Security are the most basic requirement of social sustainability.

## Key Priorities

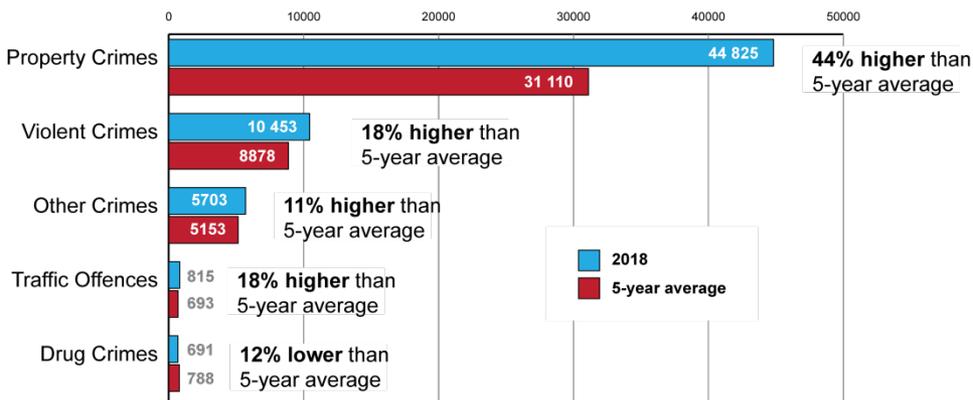
Source: Winnipeg Police Board, Winnipeg Police Service Strategic Plan

- Deliver intelligence led, proactive policing
- Safety of downtown and other at-risk neighbourhoods
- Prevent and disrupt gang and illicit drug activity
- Work with partners to protect vulnerable persons
- Collaborate to reduce demand for police responses
- Employee safety, health and wellness

# Environmental Scan

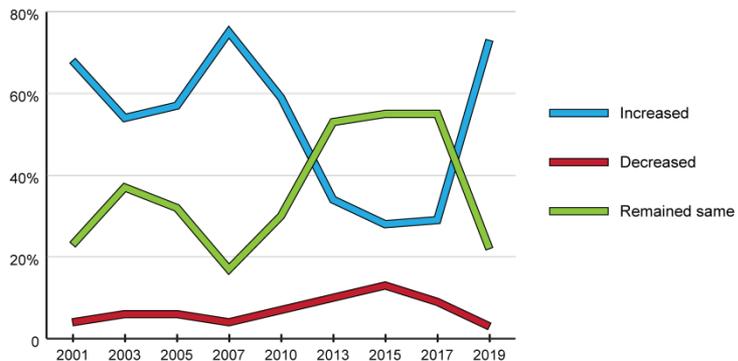
## CRIME IN WINNIPEG

### Crime Type Overview



### Citizen Perception Survey: Crime and Safety

Thinking of the last year or so - Do you think that crime has increased, decreased, or remained about the same in the City of Winnipeg?

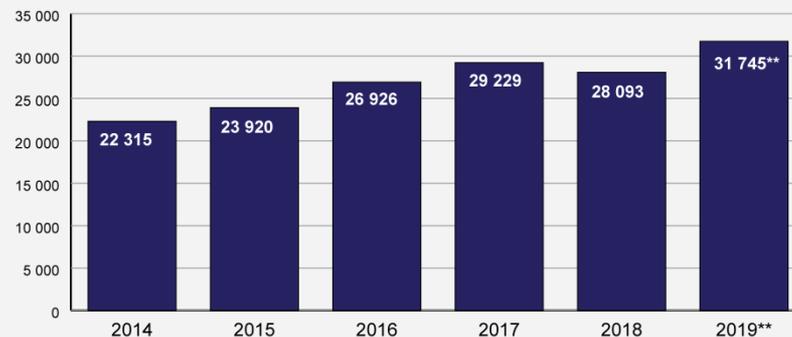


## DISPATCHED AND NON DISPATCHED EVENT TREND

### Calls to the Communications Centre and Total Dispatched Events



### Events Not Dispatched

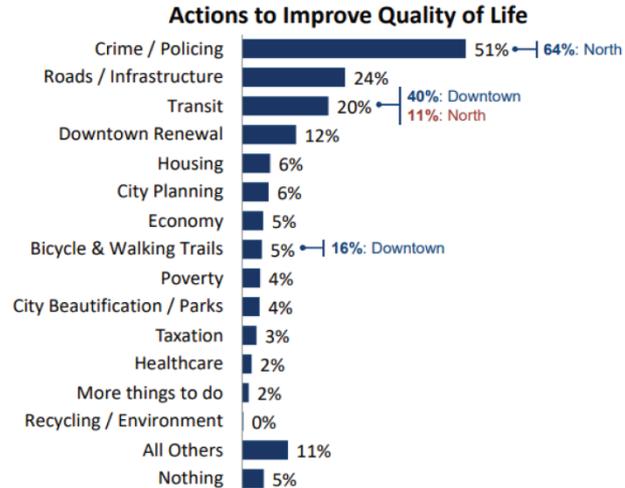


\* Projected based on year to date trend  
 \*\* Projected based on 13% increase trend

# Citizens Perceptions on Crime / Policing

## Actions to Improve Quality of Life

More than half of citizens cited actions related to crime and policing for improving the quality of life in Winnipeg.



## Importance of Service Areas

Public safety is rated as the most important service area followed by infrastructure.

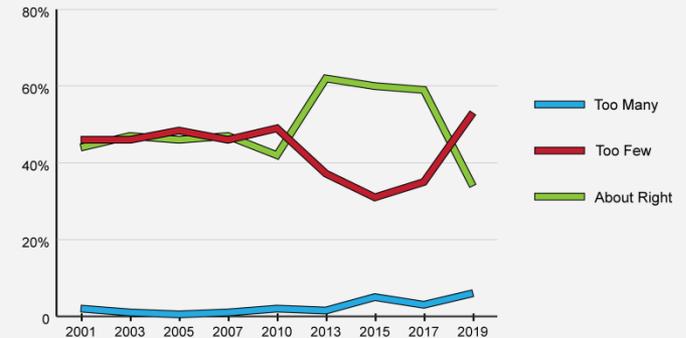
Service Area	Importance (weighted)	% Ranked 1 and 2	As compared to 2018
<b>Public Safety</b> (Fire Paramedic, Police)	1.7	81%	↔
<b>Infrastructure</b> (Roads, Water)	2.4	58%	↓
<b>Community Services</b> (Libraries, Recreation)	2.7	41%	↔
<b>Property &amp; Development</b> (Land use planning)	3.2	21%	↑

1= most important

4= least important

## Citizen Perception Survey: Staffing

How would you rate the number of officers in the City of Winnipeg?



## Citizen Perception Survey: General Policing Issues - Importance

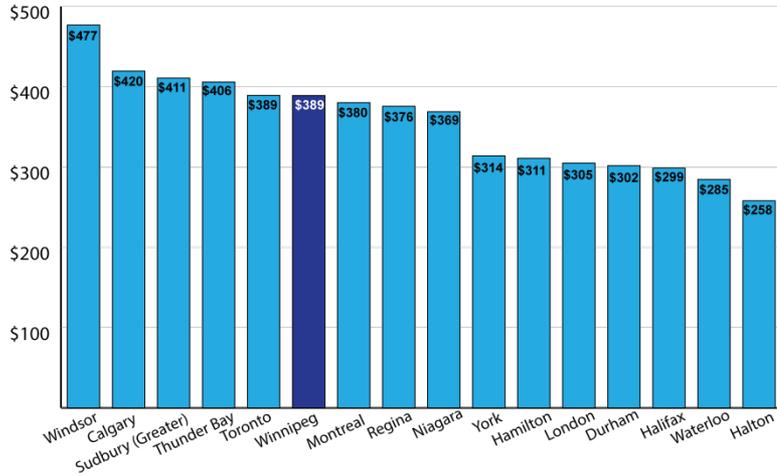
Please rate the importance of the following police activities on a scale from 1 to 5 in which 1 is not very important and 5 is extremely important.

Activity	2017 Average	2019 Average
G1.B. Criminal Investigations	4.57	4.66
G1.E. Concentrated effort on gang enforcement	4.46	4.58
G1.G. Responding promptly to calls	4.48	4.56
G1.F. Concentrated effort on drug dealers	4.36	4.55
G1.D. Crime prevention	4.34	4.48
G1.A. Being visible on patrol	4.24	4.32
G1.L. Victim Services		4.25
G1.I. Keeping peace and order on the streets	4.08	4.14
G1.K. Crime Education		4.01
G1.J. Community Relations		3.73
G1.C. Traffic enforcement	3.74	3.70
G1.H. Concentrating on intoxicated/street persons	3.48	3.45

# Current Financial Snapshot

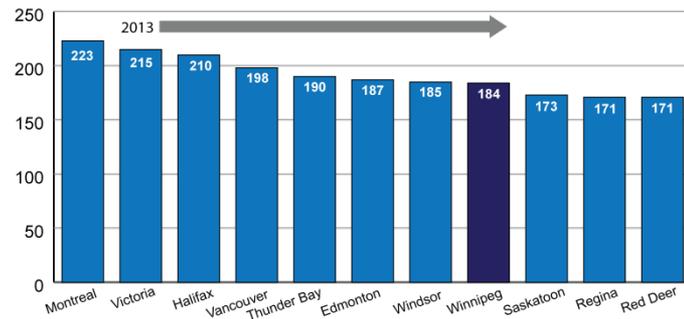
## Municipal Benchmarking Network (2018)

Total Cost for Police Services per Capita

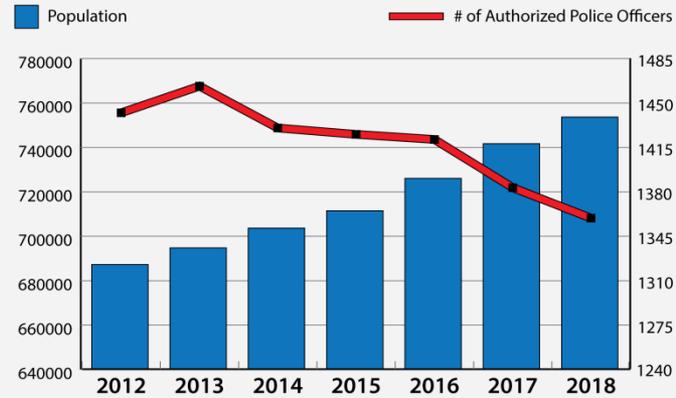


## Statistics Canada (2018) CCJS Police Resources in Canada

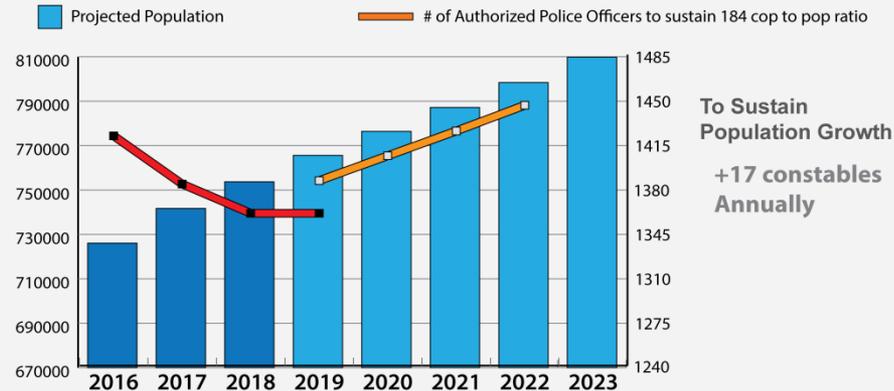
2018 Cop to Population (sworn per 100,000 population ratio)



## POPULATION vs. POLICE OFFICERS



## Complement Required (Sustained with Population Growth)



To Sustain  
Population Growth  
+17 constables  
Annually

# Financial Efficiencies Achieved

2016 as base year	2017 to 2019 Actual Savings	2020 to 2023 Budget Savings
<b>Overtime</b>	2,149,904	1,735,992
<b>Record Check Revenue</b>	517,033	1,093,497
<b>Alarm Permit Revenue</b>	641,048	579,890
<b>Civilianization</b> (achieved in CBA negotiations)	n/a	3,928,946
	<b>3,307,985</b>	<b>7,338,325</b>
<b>Complement Reduction</b> 15 FTE (Deficit Avoidance)	2,212,693	6,503,768

- *Deficit avoidance of 15 FTE only a 2.85% ask instead of 3.20% in 2020*

# Recommended Target to Balance the Budget

1. Departmental Operating Budget – 2% annual budget growth rates based on 2019 expenditures. (in millions) – Targets Negotiated CBA increases 2.5% (2020 to 2021)

Department	2020	2021	2022	2023
Winnipeg Police Service	\$305.326	\$314.707	\$321.809	\$324.127

2. Cash to capital funding levels: (in millions) – Targets

Department	2020	2021	2022	2023	2024	2025
Winnipeg Police Service	\$.587	\$3.601	\$3.639	\$1.534	\$2.655	\$2.098

3. Key assumptions for multi-year budget:

These proposed recommended targets present a balanced tax-supported operating budget from 2020 to 2023:

- a. Property Tax Increases: 2.33% annually (road renewal and southwest rapid transit (stage 2))
- b. Fees and Charges: Inflationary increases annually
- c. Natural Assessment Base Growth: 1.2% annually
- d. Efficiencies/Vacancy Management: \$17 Million annually
- e. Additional Transfers/Savings: \$32.5 million in 2020 growing to \$40 million by 2023
- f. Provincial Operating Grants: Flat at \$149.7 million annually (2016 level)
- g. Utility dividend rate: 11% of Water and Sewer Sales
- h. Remaining Tax Supported Debt Room: \$150 million in total

# Operating Budget – Winnipeg Police Service

2020 Draft Operating Budget and 2021 to 2023 Projections in millions of \$	2018 Actual	2019 Budget	2020 Draft Budget *	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
GOVERNMENT GRANTS	19.989	19.064	19.251	0.187			19.064	19.064	19.064
SERVICE AND OTHER	27.989	27.072	27.255	0.184			26.800	26.958	26.946
<b>TOTAL REVENUE</b>	<b>47.978</b>	<b>46.136</b>	<b>46.506</b>	<b>0.371</b>	<b>1%</b>	<b>1</b>	<b>45.864</b>	<b>46.022</b>	<b>46.010</b>
SALARIES & BENEFITS	243.986	254.637	260.419	5.782			266.119	271.938	277.045
SERVICES	16.697	17.871	18.210	0.340			18.307	18.314	18.152
MATS PARTS & SUPPLIES	5.935	5.718	5.769	0.051			5.626	5.684	5.809
ASSETS & PURCHASES	1.568	1.614	1.611	(0.004)			1.740	1.740	1.740
GRANTS, TRANSFERS & OTHER	11.406	10.096	10.310	0.214			10.487	10.152	12.420
RECOVERIES	(1.115)	(0.621)	(0.629)	(0.008)			(0.631)	(0.633)	(0.635)
<b>TOTAL OPERATIONAL EXPENDITURES</b>	<b>278.477</b>	<b>289.316</b>	<b>295.690</b>	<b>6.374</b>	<b>2%</b>		<b>301.648</b>	<b>307.195</b>	<b>314.532</b>
DEBT & FINANCE CHARGES	8.810	9.201	8.011	(1.190)			8.069	8.067	8.066
TRANSFER TO CAPITAL	3.277	2.900	1.625	(1.275)			4.990	6.547	1.529
<b>TOTAL EXPENDITURES</b>	<b>290.564</b>	<b>301.417</b>	<b>305.326</b>	<b>3.908</b>	<b>1.30%</b>	<b>2</b>	<b>314.707</b>	<b>321.809</b>	<b>324.127</b>
<b>Mill Rate Support / (Contribution) **</b>	<b>242.586</b>	<b>255.282</b>	<b>258.819</b>	<b>3.538</b>			<b>268.843</b>	<b>275.786</b>	<b>278.118</b>

## Options to Achieve Operating Budget Target:

a. Remove District 3 (North) relocation costs ( <i>new in 2020</i> )	0.500								
b. Reduce Operating Expenses ( <i>new in 2020</i> )	0.320						0.184	0.184	0.320
c. Reduce Legal expenses ( <i>increased in 2019</i> )	0.331						0.331	0.331	0.331
d. Reduce Court Overtime	0.900						0.923	0.946	0.962
e. Defer CBA Projections	n/a						n/a	3.995	4.063
f. Complement Reduction (Salary & Benefits)	2.567						3.494	4.290	4.385
<b>Total Options to Achieve the Target</b>	<b>4.618</b>						<b>4.931</b>	<b>9.746</b>	<b>10.061</b>
<b>EPC Recommended Target to Balance</b>	<b>4.618</b>						<b>4.931</b>	<b>9.746</b>	<b>10.061</b>
<b>Variance (Shortfall from the Target)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* 2020 Draft Budget and 2021 to 2023 Draft Projections include the options to achieve the operating target.

# Year over Year Variance Explanations

(in millions)

Year over year (increase) / decrease	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
1) <i>Revenue change due to the following:</i>				
- Increase (Decrease) in Provincial Funding	\$ 0.187	\$ (0.187)	\$ -	\$ -
- Increase (Decrease) in Services and Other	0.184	(0.455)	0.168	(0.022)
<b>Net Revenue Change</b>	<b>\$ 0.371</b>	<b>\$ (0.642)</b>	<b>\$ 0.168</b>	<b>\$ (0.022)</b>
2) <i>Expenditure change due to the following:</i>				
- Increase (Decrease) in Salary & Benefits	\$ 5.782	\$ 5.700	\$ 5.819	\$ 5.107
- Increase (Decrease) in Services	0.339	0.097	0.338	(0.162)
- Increase (Decrease) in Debt & Financing	(1.190)	0.058	(0.002)	(0.001)
- Increase (Decrease) in Transfer to Capital	(1.275)	3.915	1.076	(3.827)
- Increase (Decrease) in Grants & Transfers	0.214	(0.373)	0.146	1.077
- Miscellaneous adjustments.	0.039	(0.016)	(0.276)	0.125
<b>Net Expenditure Change</b>	<b>\$ 3.909</b>	<b>\$ 9.381</b>	<b>\$ 7.101</b>	<b>\$ 2.319</b>

Expenditure Management \$988k  
(2019-2023)

# Implications of the Recommended Target to Balance Operating Budget

a. North District Station is in disrepair and is quickly approaching a state where it may need to be closed due to workplace health and safety concerns. Decisions regarding a new build to commence in 2020 are pending. Costs to relocate members before or during construction of a new station may impact the budget.

b. Projected costs and rollout of battery replacements for radios have been refined; no impact to service delivery.

c. Costs associated with matters and court proceedings referred to external legal counsel may exceed budget allocation.

d. Initiatives to streamline court processes have resulted in efficiencies and reductions in the use of overtime. Projected savings of \$3.7 million in overtime may be impacted by the increase in violent incidents and the number of matters proceeding to court.

e. The timing of the CBA projections for 2022 and 2023 have been adjusted to PP26 to coincide with the negotiated remuneration provisions for the first three years of the current collective agreement. Increases are subject to collective bargaining and negotiated terms may impact the budget.

f. All strategic objectives and goals will be impacted by reductions in complement of sworn members and auxiliary cadets. Reduction or elimination of policing services will impact the services provided to citizens.

# Complement Reduction – Operational Impacts



**Total Impact**

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Reduction of **34 Positions** to Sworn Complement

Reduction of **25 Cadet Positions**  
**18 Impacted**

# Service Impacts – Cadet Workload

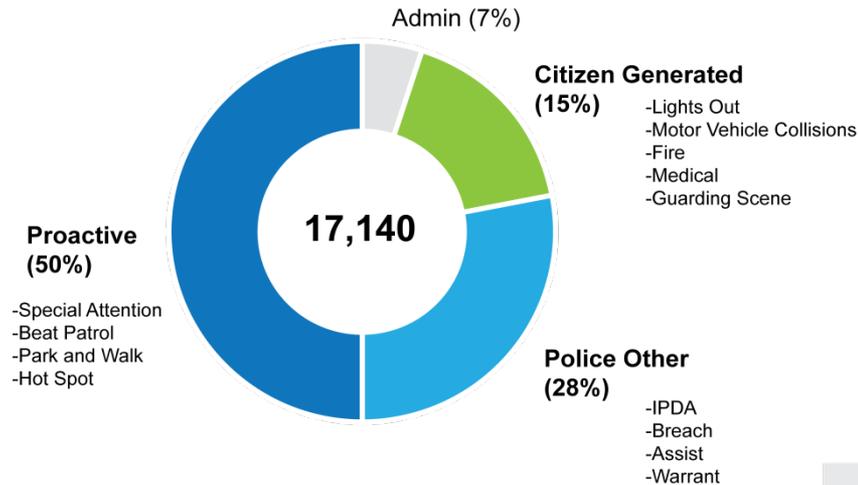
2 Member Unit - Auxiliary Cadet  
Hourly Salary and Benefit Cost

**\$44.74**

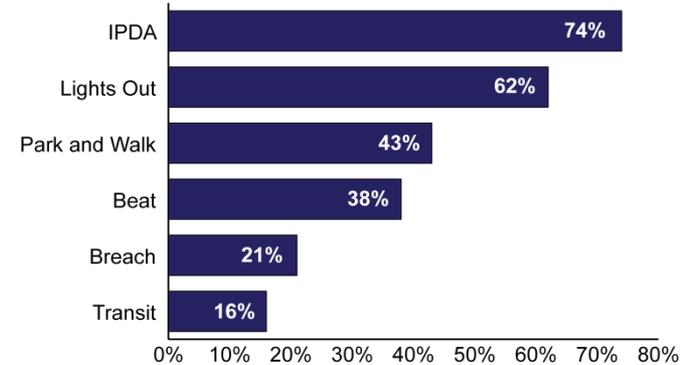
2 Member Unit - Constable  
Hourly Salary and Benefit Cost

**\$127.41**

## Events Attended (2018)



## Proportion of Total Events Attended (2018)



## Cadet Unit Statistics (2018)

Average Events per Day = 47

Average Units per Day = 12

## Impact

**Intoxicated persons not attended or significantly delayed response**

**Directing traffic not completed**

**Decrease in visibility downtown**

**Presence on Transit reduced**

# Organizational Impacts

## SERVICE AREAS

Crime Prevention

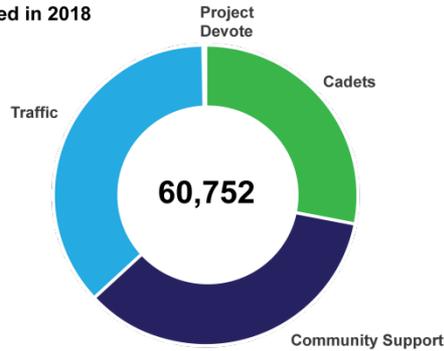
Crime Education

Historical Homicides

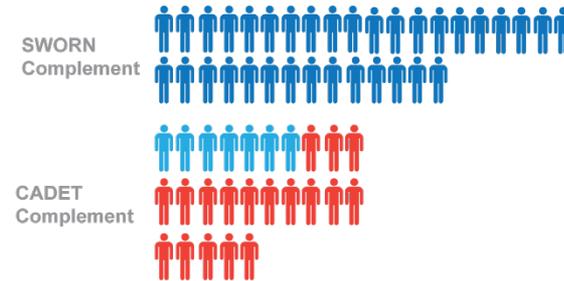
Traffic

Cadets

Events Attended in 2018



Complement Reductions required to meet recommended targets



## ORGANIZATIONAL IMPACTS

### SERVICE DELIVERY

- ↓ traffic enforcement
- ↓ proactive presence and downtown visibility
- ↓ community engagement
- ↓ community education
- ↓ crime prevention

### STRATEGIC PRIORITIES

#### Protection & Crime Prevention

- Intelligent Led Proactive Policing **X**
- Safety of Vulnerable **X**
- Gangs and Drug Activity **X**
- Road Safety **X**
- Restorative Justice **X**

#### Engaged Communities

- Vulnerable Persons **X**
- Communications **X**
- Relationships/Confidence **X**

#### Effective & Efficient Service

- Reduce Non-Criminal Demand **X**
- Appropriate Staffing Resources **X**
- Technology
- Continuous Improvement

#### Healthy Organization

- Training & Professionalism
- Safety, Health & Wellness **X**

# Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management / Options to Achieve the Target

2020 Draft Operating Budget

	2019 Adopted Budget	2020 Draft Budget*	Increase / (Decrease)	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
<b>Full Time Equivalents</b> <i>(number of FTEs)</i>	1,939.58	1,898.58	(41.00)	1,888.58	1,881.58	1,881.58
<b>Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ 254.637	\$ 260.419	\$ 5.782	\$ 266.119	\$ 271.938	\$ 277.045
<b>Vacancy Management included in Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ (0.300)	\$ (0.300)	\$ -	\$ (0.300)	\$ (0.300)	\$ (0.300)

\* 2020 Draft Budget and 2021 to 2023 Draft Projections include the options to achieve the operating budget target

**2020: -17 FTE Sworn -25 FTE Cadet**

**2021 -10 FTE Sworn**

**2022 -7 FTE Sworn**

## ATTACHMENT TO THE PRESENTATION



2020 Budget Draft  
Authorization



2020 Budget Draft  
Authorization

# Capital Budget

Options to Achieve the Target		2020	2021	2022	2023	2024	2025	6-Yr Total
a	Reschedule <b>Technology Upgrades - Information Systems</b>	-	-	-	-	(112)	112	-
b	Defer 50% <b>In Car Computing</b>	-	-	-	-	-	(1,540)	(1,540)
c	Delete <b>Communication Centre Back Up Site Upgrade</b>	-	(550)	-	-	-	-	(550)
d	Reduce <b>Building Security System</b>	-	-	-	(523)	-	-	(523)
e	Reduce <b>Technical Surveillance Systems</b>	-	-	(900)	-	-	-	(900)
f	Reduce <b>Communication Sites Upgrade - Audio Loggers</b>	-	-	(2,000)	-	-	-	(2,000)
g	Advance <b>Call Answer Software</b>	-	-	690	(690)	-	-	-
h	Reduce <b>Communication Sites - Radio Consoles/Batteries</b>	-	-	(159)	-	-	-	(159)
i	Defer <b>Pistol Replacement</b>	-	-	-	-	-	(1,272)	(1,272)
j	Delete <b>Reloading Equipment</b>	-	-	-	(1,042)	-	-	(1,042)
k	Defer <b>Body Worn Cameras</b>	-	-	-	-	(1,060)	-	(1,060)
l	Defer <b>Back Up Centre Renovations</b>	-	-	-	-	(1,000)	-	(1,000)
m	Reduce and advance <b>Indoor Firing Range</b>	-	-	-	150	-	(19,055)	(18,905)
n	Reduce and advance <b>Active Shooter Response Training Facility</b>	-	-	-	150	-	(9,162)	(9,012)
o	Advance <b>Police Vehicle Operations - Facility</b>	-	-	2,300	700	-	(3,000)	-
<b>Total Options to Achieve the Target *</b>		-	(550)	(69)	(1,255)	(2,172)	(33,917)	(37,963)
EPC Recommended Target to Balance		(1,038)	(1,939)	(2,977)	(1,255)	(2,172)	(33,917)	(43,298)
<b>Variance (Shortfall from Target)</b>		<b>1,038</b>	<b>1,389</b>	<b>2,908</b>	-	-	-	<b>5,335</b>

\* 2020 Draft Budget and Five Year Draft Forecast include the options to achieve the capital target

Deferred lower-risk projects to long-term forecast

Refined project scopes/cost estimates

Critical Infrastructure

Legislative

Citizen and Workplace Safety

# Implications of the Recommended Target for the Capital Budget

Implications		
a	Reschedule <b>Technology Upgrades - Information Systems</b>	A portion of project scope will be phased in a later year and will be scheduled during the design phase.
b	Defer 50% <b>In Car Computing</b>	Risk to system stability and officer safety. A portion of the project scope will be delayed. Funding approvals for Phase 1 and Phase 2 are highly dependent upon each other. Increase in risk for partial funding.
c	Delete <b>Communication Centre Back Up Site Upgrade</b>	Funding to address emergent risks may need to be considered in-year.
d	Reduce <b>Building Security System Evergreening</b>	Risk to system stability, which could impact officer safety. Building security systems will not be updated.
e	Reduce <b>Technical Surveillance Systems</b>	Greater detail in project estimating and scope definition identified savings.
f	Reduce <b>Communication Sites Upgrade - Audio Loggers</b>	Greater detail in project estimating and scope definition identified savings.
g	Advance <b>Call Answer Software</b>	Project was advanced to offset operational risks in the communications center.
h	Reduce <b>Communication Sites - Radio Consoles/Batteries</b>	Risk to functional stability of radios. Funding to address emergent risks may need to be considered in-year.
i	Defer <b>Pistol Replacement</b>	Risk to supply chain for current model of pistols. Deferring updates to industry standard equipment may affect officer safety and increase operational costs to support current models.

# Capital Implications - Continued

Implications		
j	Delete <b>Reloading Equipment</b>	Project deleted as annual costs to purchase ammunition is more cost-effective than obtaining and operating this equipment.
k	Defer <b>Body Worn Cameras</b>	Project scope and funding requires definition and alignment with departmental technology acquisitions.
l	Defer <b>Back Up Centre Renovations</b>	Increase in risk to business continuity planning. Alternate back-up operations center will need to be identified in case the Service needs to be relocated.
m	Reduce and advance <b>Indoor Firing Range</b>	Increase in risk to Officer Safety. The existing outdoor range does not allow for training in the winter and during inclement weather which impedes the Service's ability to ensure annual mandatory firearms qualification and specialized weapon certification requirements are met.
n	Reduce and advance <b>Active Shooter Response Training Facility</b>	Increase in risk to Officer Safety. Officers currently receive mandatory active shooter response training in temporary decommissioned facilities which carries several occupational safety risks to the trainers and the trainees. The program is frequently displaced and relocated due to the unstable nature of the facility conditions.
o	Advance <b>Police Vehicle Operations - Facility</b>	Project was advanced to offset operational risks related to maintenance of the Police Vehicle Operations Facility.

# Capital Forecast to Draft Budget (Including Options to Achieve Capital Target) Reconciliation

## ATTACHMENT TO THE PRESENTATION



2020 Budget  
Variance Draft



2020 Budget  
Variance Draft

# Operating Budget Summary

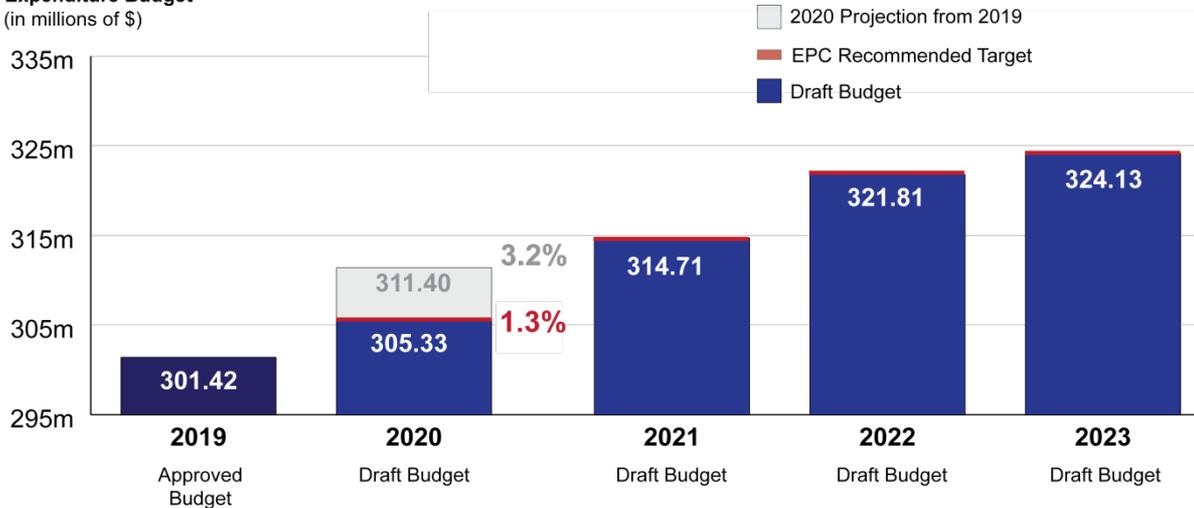
## Post Adjustments to Achieve Targets - 4 year budget

(in millions of \$)

	2019 Approved Budget	2020 Projection (from 2019)	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
<b>Expenditure Budget*</b>	<b>301.42</b>	<b>311.40</b>	<b>305.33</b>	<b>314.71</b>	<b>321.81</b>	<b>324.13</b>
<b>EPC Recommended Expenditure Target</b>			<b>305.33</b>	<b>314.71</b>	<b>321.81</b>	<b>324.13</b>
<b>Variance (Shortfall from Target)</b>			-	-	-	-

\* Note: Draft budget and projections include the options to achieve the EPC recommended targets to balance.

**Expenditure Budget**  
(in millions of \$)



# Capital Budget Summary

Recommended target for capital

		(in millions of \$)					
		(in millions of \$)					
	2019 Approved Capital	2020 Draft Budget	Draft Forecast				
			2021	2022	2023	2024	2025
<b>Cash to Capital Budget*</b>	2.50	<b>1.63</b>	<b>4.99</b>	<b>6.55</b>	<b>1.53</b>	<b>2.66</b>	<b>2.10</b>
<b>Debt Financed Capital Budget</b>	0.50	<b>1.34</b>	-	-	-	-	-
<b>EPC Recommended Capital Target</b>	-	<b>0.59</b>	<b>3.60</b>	<b>3.64</b>	<b>1.53</b>	<b>2.66</b>	<b>2.10</b>
<b>Variance (Shortfall from Target)</b>		<b>1.04</b>	<b>1.39</b>	<b>2.91</b>	-	-	-

# Questions?