

GREATER SUDBURY POLICE SERVICES BOARD

Our Investment in Community Safety and Wellbeing

November 15, 2016

City of Greater Sudbury Finance and Administration Committee



**Operating Budget 2017
Forecasted Operating 2018 & 2019
Capital Plan 2017-2021**



Agenda

Setting the stage for today and the future



Business Commitments & Alignment



Anatomy of a Call and Service Delivery



2017 Operating Budget



Forecasted Budgets 2018 and 2019



Capital Plan 2017 to 2021



Questions and Answers



Business Case Documents



- **GSPS Business Plan 2015-2017** *Extensive public input*
- **KPMG Efficiency and Effectiveness Service Assessment Report**
- **Facilities Improvement Plan**
- **Collective Bargaining Agreements 2015-2019**
- **Police Services Act – Adequacy and Effectiveness Standards**
- **City of Greater Sudbury Official Plan and Budget Process 2017**
- **Zero-based bottom-up Organizational input**



Alignment

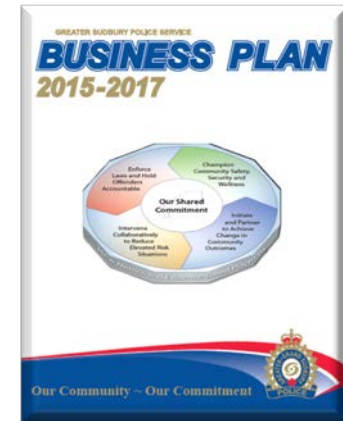
- ✓ Aligns with the **City's Official Plan** to ensure Sudbury is a welcoming and open community with a quality of place and lifestyle that is second to none
 - ✓ A healthy and sustainable community which recognizes that the quality of life of our citizens is directly related to environmental, economic, and social determinants.
 - ✓ Greater Sudbury also values raising children in a child-friendly city, so that they in turn may choose to be educated, live and work here.
 - ✓ Greater Sudbury is open to business and strives to provide an economic environment to retain and grow commercial and industrial enterprises and to attract new investment and human capital.



Alignment

- ✓ Our Vision and Mission - Community Safety & Well-being through collaborative partnerships, innovation and community engagement
- ✓ Aligned to the 2015 to 2017 Business Plan
Structured around key themes

Mobilizing and Engaging Our Community
Community Safety and Law Enforcement
Service Excellence
Our Members



- ✓ Aligned with province's Strategy for a Safer Ontario
- ✓ Focus on a city that is free of crime and social disorder
- ✓ Addresses risk, mitigates exposure to legal action, ensures public safety
- ✓ Effective and efficient



KPMG Efficiency and Effectiveness Service Assessment Review

Comprehensive external review of GSPS

Analysis of Calls for Service, Case load management, Financial Reviews,
Infrastructure

Interviews/Focus Groups consultation sessions

“Overall, the organization was found to be fiscally accountable, community responsive and engaged, innovative and committed to alternative response solutions and receptive to suggestions for change.”

33 Recommendations in six strategic areas

Police Facilities Urgent Need for Improvement

The KPMG logo, consisting of the letters 'KPMG' in a bold, blue, sans-serif font, positioned within a white rectangular box with a thin black border.

Police Services Financial Plan

GOALS

1. Community Safety & Well-being
2. Effective & Efficient Service Delivery
3. Create Public Value



- ✓ **A strategic investment in community safety and well-being**
- ✓ **Addresses risk, mitigates exposure to legal action, ensures public safety, legislatively compliant**
- ✓ **Reviewed thoroughly and approved by the Police Services Board**
- ✓ **Meets adequacy and effectiveness requirements**
- ✓ **Actions facilities improvement plan**
- ✓ **Efficient and Effective Value for Money and Return on Investment**

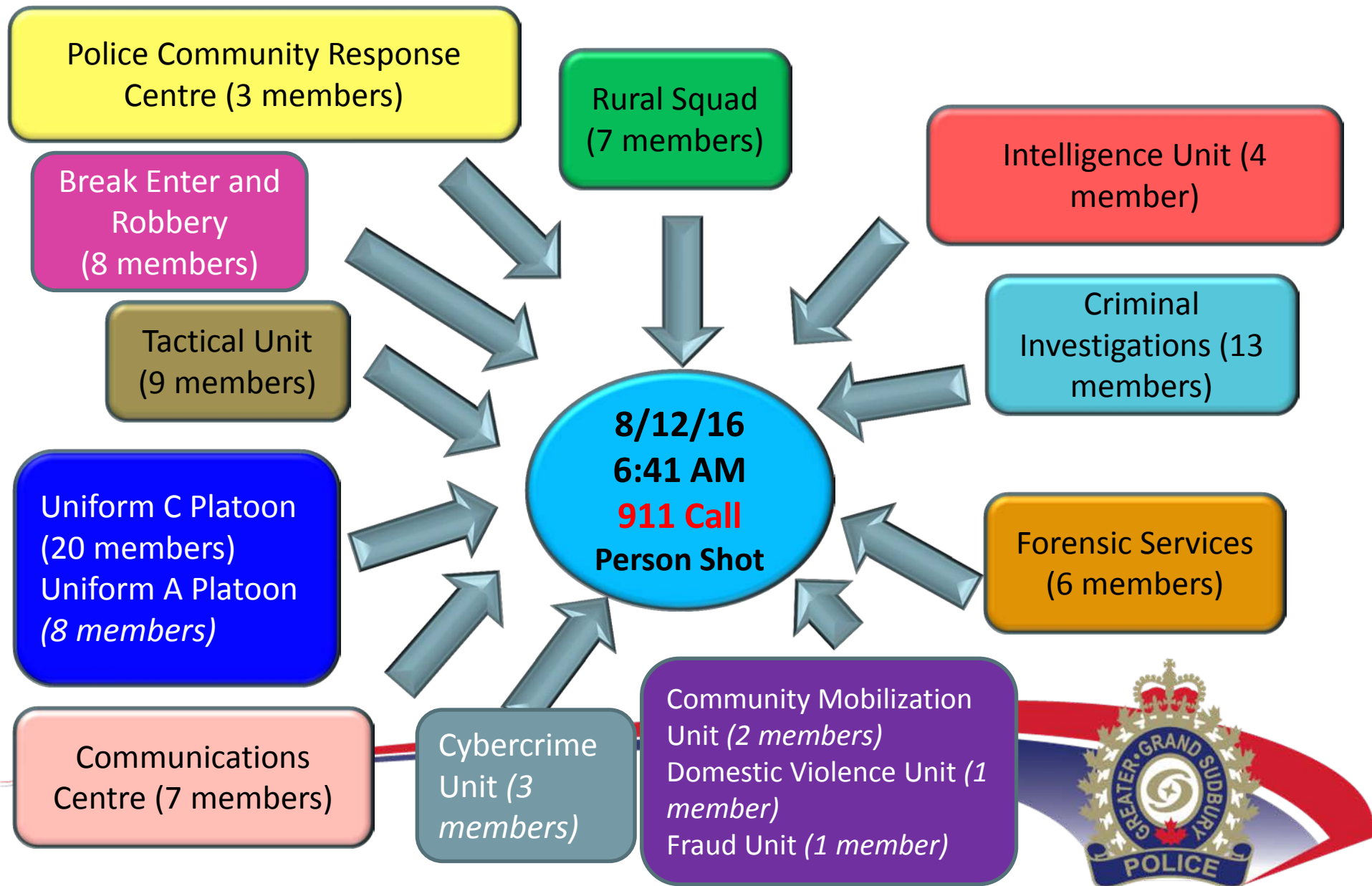


Investing in Public Safety

Return on Investment & Social Return on Investment



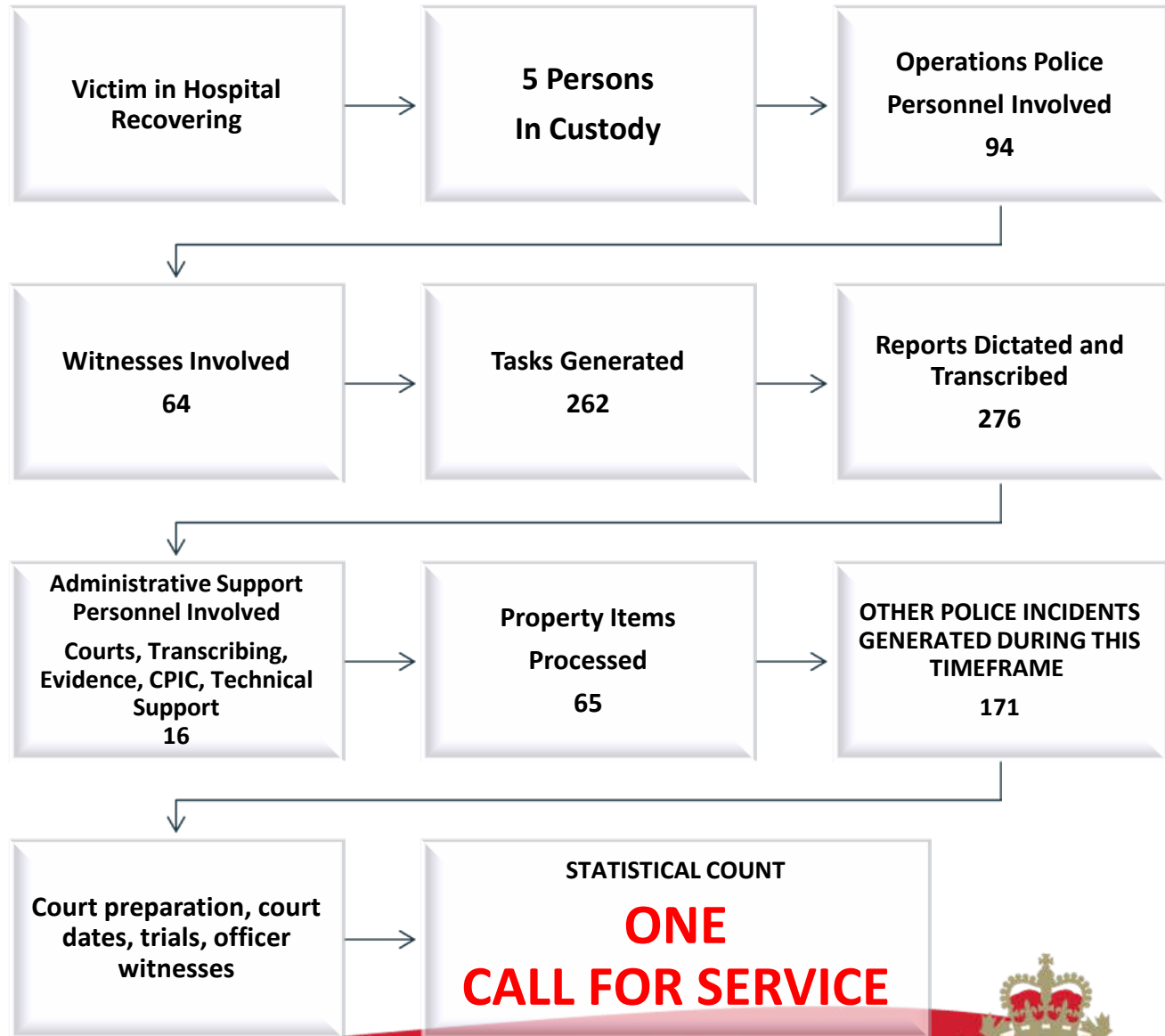
Anatomy of a Call for Service



8/13/16

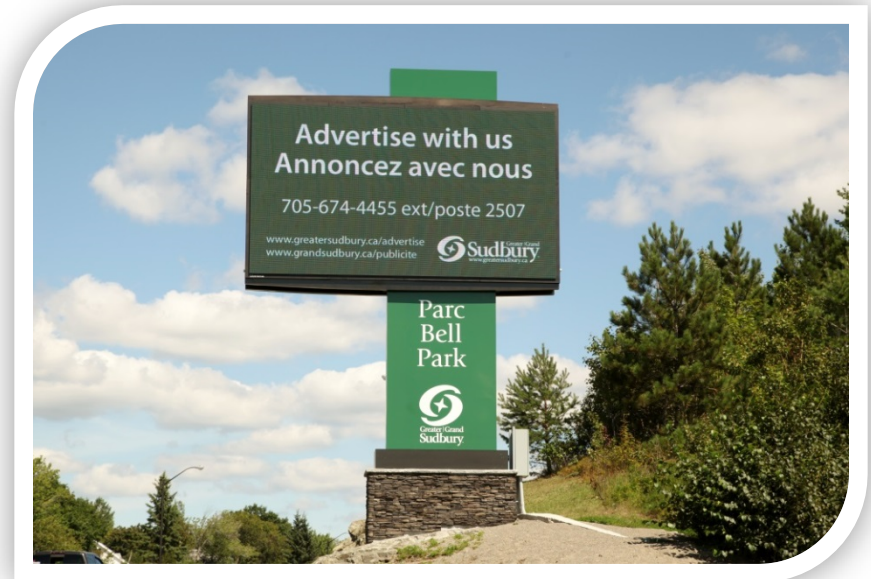
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Incident Closed Activities Summary

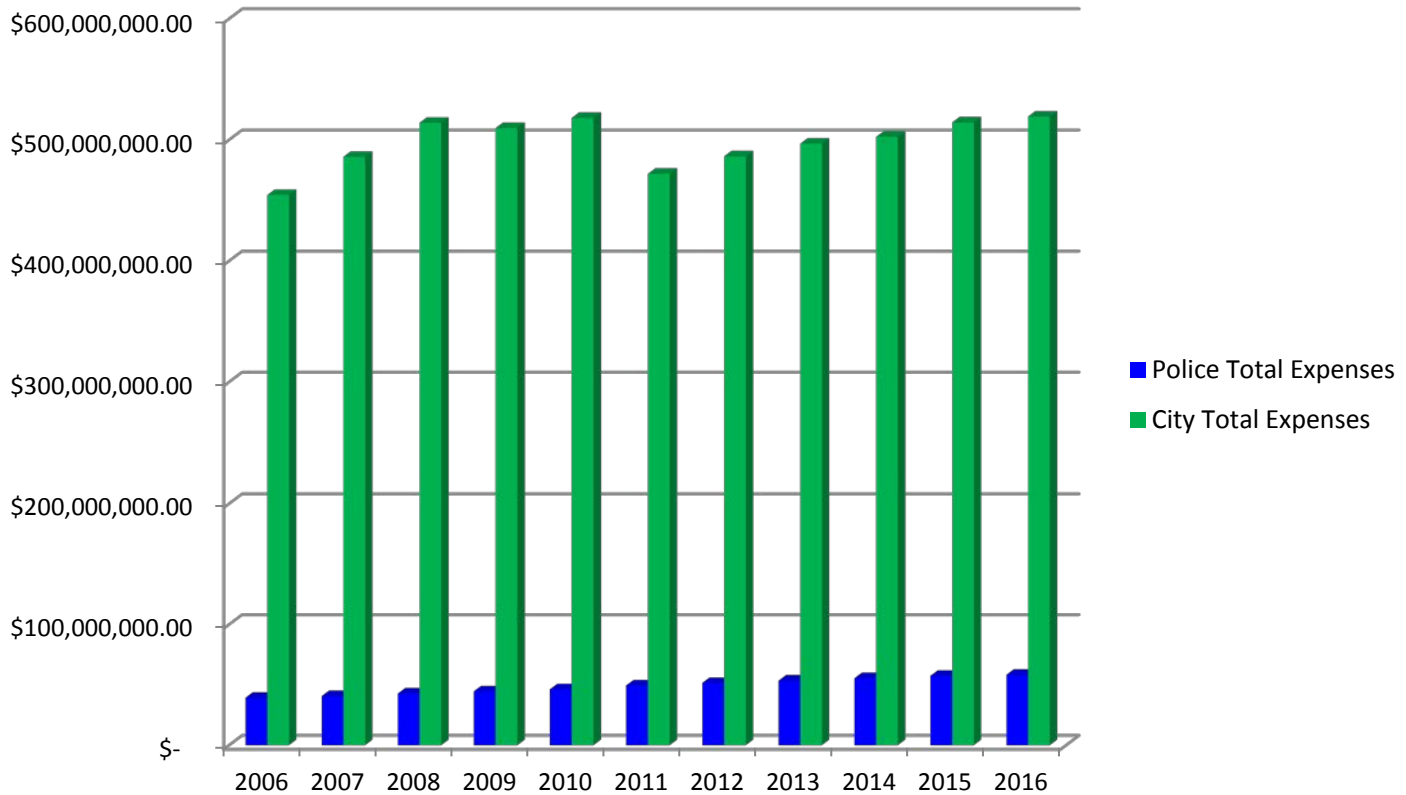


Mitigating Costs

- Universal Access Principles
- Limited capacity for user fees
 - Paid Duty Administrative Fees
 - Background Checks
 - Police Records/FOI Requests
 - False Alarm Fees
- Other funding
 - Provincial grants
 - Federal grants
 - Current Grant Funding total \$3,766,000
- Limited ability to restrict use or to recover costs



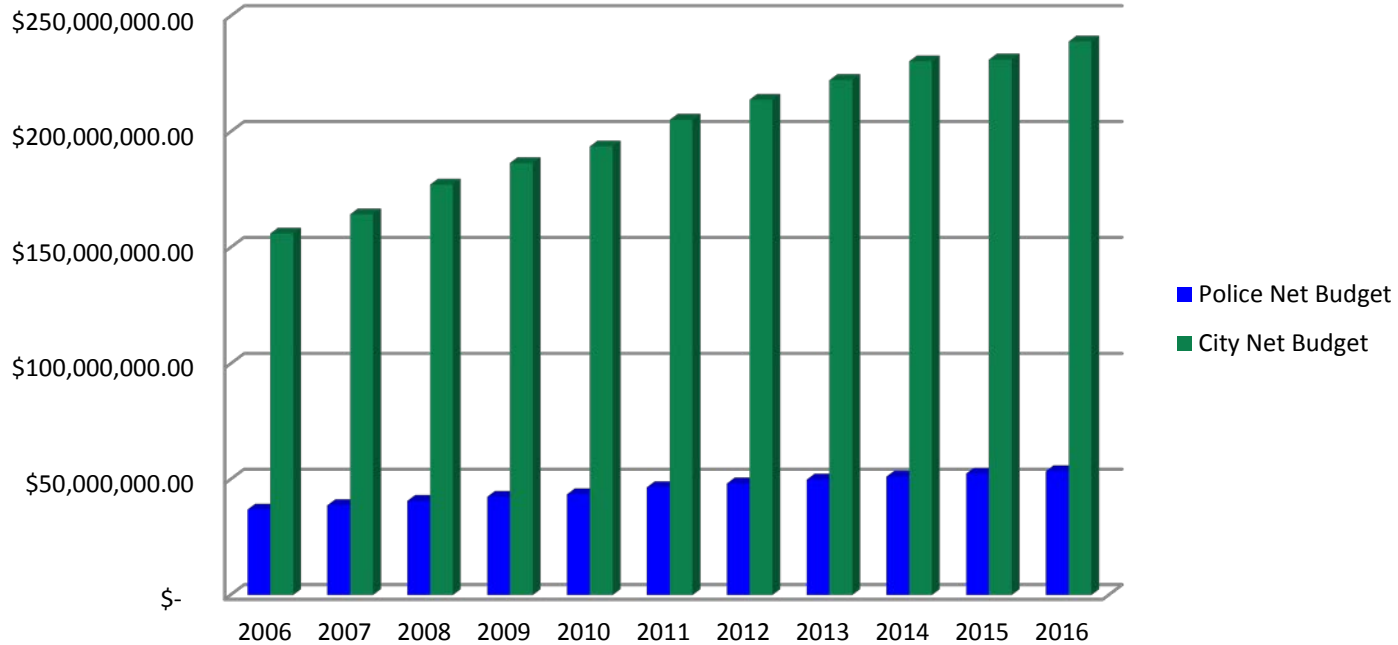
Police % Total of City Gross Budget



2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
9%	8%	8%	9%	9%	10%	11%	11%	11%	11%	10%



Police % City Net Budget



2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
24%	24%	23%	23%	22%	23%	23%	22%	22%	23%	22%



PRIORITY FOR POLICE FACILITIES TODAY

Serving the Community



Health & Safety



Maximizing Organizational Performance



GROWING FACILITY PRESSURES

Serving the Community

- **Poor Customer Service/ Poor access**
 - Customer Service on 2nd floor
 - 1 public parking space, 1 accessible space
 - Public Meeting and Boardroom on 5th floor
 - Public Museum on 3rd floor
 - Cells on ground floor beside public hallway
- **Health and Safety - RISKS**
 - Risk to public and non-sworn staff with convergence of people in operational areas
 - Several access/egress points
 - Mould forcing work shut downs
 - Victims, accused, witnesses, suspects, school trips and public all use the same elevator to move through the building ~ approximately \$300,000/yr lost productivity
- **Maximizing Organizational Performance**
 - Numerous Operational Inefficiencies
 - Continuity and preservation of evidence
 - Specialized Police Training



Unique Police Facilities

- Holding Cells
- Video surveillance
- Interview Rooms – video taped
- Soft Interview Rooms
- Prisoner Bay “Sally Port”
- Bail Court
- 911 Centre for City
- Communications Centre Police & Fire
- Forensics Lab & Biohazard Storage
- Use of Force Requirements
- Equipment and Volatile Storage
- Property and Evidence
- Classified Information Storage
- Gender Neutral Washrooms
- Specialized Training



CONSIDERATIONS & OPTIONS

- Conversation on Police Facilities needs and options has been ongoing for many years
 - **Status Quo** – not an option
 - Health and safety risks are too high; poor public service; operating inefficiencies; generator backup required
 - **City owned facilities** available (200 Larch Street/City Transit Depot)
 - Adds a third operating site; inefficient business model++ capital now and future; old buildings;
 - \$18.5 - \$30 M
 - **Old surplus facilities** (schools) – capital improvements and ongoing operating costs are high
 - **Leasing** – not a long-term investment strategy
 - \$1.8 to \$2.24 M/year rental payments; not including capital improvements
 - **New Police Facility**
 - New Location - New construction ~ Build special purpose police – **ideal solution**
 - \$53,025,000 + HST
 - **Multiple small campuses** – inefficient business model/ ++ investment in infrastructure
- **RENOVATIONS AND EXPANSION OF 190 BRADY STREET AND LEL RECOMMENDED**



Facilities Improvement Plan





GREATER SUDBURY POLICE SERVICE OPERATING BUDGET 2017 FORECASTS 2018 AND 2019



2017 APPROVED BOARD BUDGET

\$55,604,204

3.8%



Resolution October 25, 2016

THAT the Board approves the 2017 Operating Budget in the amount of \$55,604,204 which includes an annual provision of \$163,200 to fund a facilities improvement plan; and further

THAT the Board approves the 2018 and 2019 Operating Budget forecasts, which includes additional annual provisions in 2018 and 2019 of \$434,148 and \$302,536 respectively to fund the facilities improvement plan, and further

THAT the Board requests the City authorizes the issuance or securing of debt for the purpose of financing the construction and renovations of police facilities; and further

THAT the Board approves the 2017 Police Capital Plan; and further

THAT the Board receives the 2018 to 2021 forecasted Capital Plans; and further

THAT the Board recommends that City Council accepts these budgets





2017 Key Budget Impacts

Expenses	Impact	% Total Change
Compensation	CBA increases, reclassifications, MPA/Benefits/Business Analytics/WSIB	3.4%
Operating	Communications NOC Monitoring/ Mobile Technology/Training/Building Maintenance/Energy Special Events/Facility Costs/Insurance	0.5%
Contribution to Reserves/Capital	Fleet, Sick Leave Reserve, Communications Infrastructure, Technology	0.1%
Gained Net Revenue	Provincial/Federal Grants User Fees/Reserve Contributions	-0.5%
Facilities Improvement Plan	Loan Repayment	0.3%
Operating Budget Increase		3.8%



Comparative Increases

Recent % Budget Increases show Sudbury consistently below the of municipal comparator average*

YEAR	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Sudbury Increase	1.9	2.6	2.6	3.5	3.4	5.8	3.2	4.6	4.8	5.1
Average Increase*	2.7	3.3	2.9	3.6	3.9	5.7	4.4	4.8	6.5	6.4

- **Windsor, Toronto, Niagara, Sudbury, London, Sarnia, Guelph, Peel, Halton, Kingston, Barrie, York, Ottawa, Waterloo, Durham, Hamilton, South Simcoe, Peterborough*
- *\$2,828,774 cumulative over 10 years*



Three-Year Forecast

Summary of Expenditures and Revenues

Facilities Improvement Plan

Key Area	2016 Budget	2017 Budget	% change	2018 Budget	% change	2019 Budget	% change
Gross Operating Budget	\$ 58,282,638	\$ 60,592,778	4.0%	\$ 63,094,603	4.1%	\$ 65,272,026	3.5%
Recoveries/Revenues	\$ (4,732,919)	\$ (4,988,574)	-5.4%	\$ (5,318,291)	6.6%	\$ (5,448,583)	2.4%
Net Operating Budget	\$ 53,549,719	\$ 55,604,204	3.8%	\$ 57,776,311	3.9%	\$ 59,823,443	3.5%
Includes Facilities Improvement Plan							
<i>Loan Repayment</i>	\$ -	\$ 163,200		\$ 597,348		\$ 899,884	



FINANCING STRATEGY ONE-YEAR COMPREHENSIVE PROJECT APPROACH

Total Project Cost (<i>with taxes</i>)	\$ 18,831,443
<i>(includes Police portion \$756,120 for TD Square generator replacement)</i>	
<i>Police Capital Financing Reserve Fund</i>	<i>\$4,000,000</i>
Financing	\$ 14,831,443
Amortization 25 Years (Conservative Interest Rate 3.5%)	
<i>Annual Loan Repayment</i>	<i>\$899,884</i>
<i>Through Police Operating Budget One Year Impact</i>	<i>+1.7%</i>

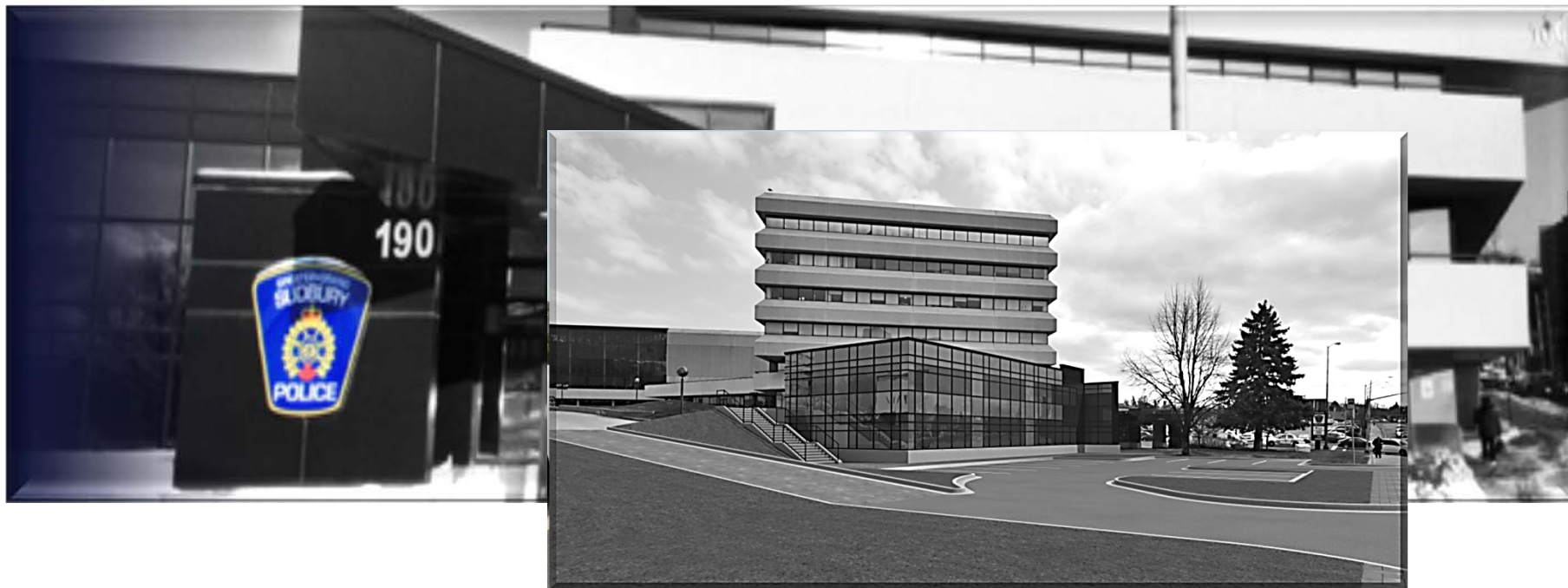


FINANCING OPTION

STRATEGIC PROJECT PHASING

2016 - Generator	
Joint purchase with City – Police share	\$756,120
2017 New Construction 190 Brady Street	
New Construction/Parking	\$7,854,854
Financing: \$3,243,880 PCFRF/\$4,619,974 (loan)	
Loan Payment: \$163,200	
2018 Renovations 190 Brady Street	
Annual new provision: \$434,138	\$5,234,229
Total loan payment: \$597,348	
2019 – New Construction LEL Evidence Storage/Training	
Annual new provision: \$302,536	\$4,986,240
Total loan payment: \$899,884	





GREATER SUDBURY POLICE SERVICE

2017 - 2021 Capital Budget



Capital Expenditures & Revenue

PROJECT DESCRIPTION	PROJECT TYPE		2017 REQUEST	2018 OUTLOOK	2019 OUTLOOK	2020 OUTLOOK	2021 OUTLOOK
	R (Renewal)	E (Expansion)					
	N (New)						
Equipment - Fleet	R		\$ 1,040,400	\$ 756,500	\$ 846,900	\$ 1,153,800	\$ 1,333,700
Automation	R		\$ 300,000	\$ 188,393	\$ 188,392	\$ 208,393	\$ 261,890
Communications	R		\$ 100,000	\$ 150,000	\$ 150,000	\$ 170,000	\$ 70,000
Police Equipment and Supplies	R		\$ 116,071	\$ 140,000	\$ 140,000	\$ 125,387	\$ 171,889
Leasehold Improvements	R		\$ 62,920	\$ 112,678	\$ 125,000	\$ 112,180	\$ 125,000
Security	R		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Police Headquarters and LEL - Additions/Renovations	R/E		\$ 7,854,854	\$ 5,234,229	\$ 4,986,240		
Funding in Future Years (External Debt Financing in 2017)			\$ (4,610,974)				
Funding in Future Years (External Debt Financing in 2018)				\$ (5,234,229)			
Funding in Future Years (External Debt Financing in 2019)					\$ (4,986,240)		
Funding in Current Year			\$ 3,243,880	\$ -	\$ -	\$ -	\$ -
PROJECT COSTS			\$ 9,499,245	\$ 6,606,800	\$ 6,461,532	\$ 1,794,760	\$ 1,987,479
PROJECT FINANCING			\$ 9,499,245	\$ 6,606,800	\$ 6,461,532	\$ 1,794,760	\$ 1,987,479



Conclusion

Budget presented meets the ongoing public safety risks, challenges, and opportunities while ensuring adequate and effective policing.

- **Mitigates Risk**
 - Provide the required resources to deliver quality safe policing services in Sudbury
 - Addresses severe facilities shortcomings
- **Efficient and Effective**
 - Responsive to equipment needs and asset replacement
 - Accounts for strategic investments in information technology solutions that will contribute to overall business efficiencies
- **Public Value**
 - Delivers with the commitments authorized through the Business Plan and City's Official Plan
 - Collective effort for overall community safety and well-being



QUESTIONS



This is.....

OUR SHARED COMMITMENT